



CYNGOR BWRDEISTREF SIROL
RHONDDA CYNON TAF
COUNTY BOROUGH COUNCIL

GWŶS I GYFARFOD O'R CYNGOR

C.Hanagan
Cyfarwyddwr y Gwasanaethau Llywodraethol a Chyfathrebu
Cyngor Bwrdeistref Sirol Rhondda Cynon Taf
Y Pafiliynau
Parc Hen Lofa'r Cambrian
Cwm Clydach CF40 2XX

Dolen gyswllt: Sarah Handy - Swyddog Graddedig- Materion Craffu (01443 424099)

DYMA WŶS I CHI i gyfarfod o **PWYLLGOR CRAFFU - CYLLID A CHYFLAWNIAD** yn cael ei gynnal yn **Siambwr y Cyngor, Y Pafiliynau, Parc Hen Lofa'r Cambrian, Cwm Clydach, Tonypanyd CF40 2XX** ar **DYDD MAWRTH, 2AIL EBRILL, 2019** am **5.00 PM**.

Caiff Aelodau nad ydyn nhw'n aelodau o'r pwyllgor ac aelodau o'r cyhoedd gyfrannu yn y cyfarfod ar faterion y cyfarfod er bydd y cais yn ôl doethineb y Cadeirydd. Gofynnwn i chi roi gwybod i Wasanaethau Democraidaidd erbyn Dydd Gwener, 29 Mawrth 2019 trwy ddefnyddio'r manylion cyswllt uchod, gan gynnwys rhoi gwybod a fyddwch chi'n siarad Cymraeg neu Saesneg.

AGENDA

Tudalennau

1. DATGAN BUDDIANT

Derbyn datganiadau o fuddiannau personol gan Aelodau, yn unol â gofynion y Cod Ymddygiad.

Nodwch:

1. Mae gofyn i Aelodau ddatgan rhif a phwnc yr agendwm mae eu buddiant yn ymwneud ag ef a mynegi natur y buddiant personol hwnnw; a
2. Lle bo Aelodau'n ymneilltuo o'r cyfarfod o ganlyniad i ddatgelu buddiant sy'n rhagfarnu, mae rhaid iddyn nhw roi gwybod i'r Cadeirydd pan fyddan nhw'n gadael.

2. COFNODION

Derbyn cofnodion o gyfarfod blaenorol y Pwyllgor Craffu - Cyllid a Chyflawniad a gafodd ei gynnal 28 Ionawr 2019.

5 - 12

3. ADRODDIAD Y CYFARWYDDWR GWASANAETHAU CYLLID A DIGIDOL

Trafod Adroddiad Cyflawniad y Cyngor ar gyfer y Drydedd Chwarter

13 - 118

4. ADRODDIAD STRATEGAETH CYFALAF 2019/20 AC ADRODDIAD STRATEGAETH RHEOLI'R TRYSORLYS 2019/20

Trafod adroddiad y Cyfarwyddwr Gwasanaethau Cyllid a Digidol

119 - 152

5. HUNANASESIAD CORFFORAETHOL A HUNANASESIAD O WASANAETHAU'R CYNGOR

Derbyn adroddiad y Prif Weithredwr sy'n amlinellu hunanasesiad corfforaethol a hunanasesiad o wasanaethau'r Cyngor ar gyfer 2018 ar gyfer yr Aelodau.

153 - 274

6. MATERION BRYD

Trafod unrhyw faterion sydd, yn ôl doethineb y Cadeirydd, yn faterion bryd yng ngoleuni amgylchiadau arbennig.

Cyfarwyddwr y Gwasanaethau Llywodraethol a Chyfathrebu

Cylchreliad:-

Y Cyngorwyr Bwrdeistref Sirol Y Cynghorydd J Williams a
Y Cynghorydd G Thomas – Cadeirydd ac Is-gadeirydd, yn y drefn honno

Y Cynghorwyr Bwrdeistref Sirol:

Mr J Fish, Cynrychiolydd Rhiant-Lywodraethwr wedi'i ethol
Y Cynghorydd G Holmes, Y Cynghorydd G Davies, Y Cynghorydd J Elliott,
Y Cynghorydd S Bradwick, Y Cynghorydd R Yeo, Y Cynghorydd W Lewis,
Y Cynghorydd S. Rees-Owen, Y Cynghorydd T Williams, Y Cynghorydd J Cullwick,
Y Cynghorydd G Caple, Y Cynghorydd A Davies-Jones, Y Cynghorydd M Powell
and Y Cynghorydd A Fox

Y Cynghorydd Bwrdeistref Sirol S Belzak – Aelod ex officio

Y Cyngorwyr Bwrdeistref Sirol L.M.Adams a S Evans – Cadeirydd ac Is-gadeirydd y
Pwllgor Trosolwg a Chraffu yn y drefn honno

Aelodau Cyfetholedig Addysg er gwybodaeth-

Mr J Fish, Cynrychiolydd Rhiant-Lywodraethwr wedi'i ethol

Mr A Ricketts, Cynrychiolydd Awdurdodau Esgobaethol â'r hawl i bleidlais
Ms A Jones, Cynrychiolydd UNITE
Mr M Cleverley, Cynrychiolydd Cymdeithas Genedlaethol yr Ysgolfeistri ac Undeb yr
Athrawesau a'r Panel Athrawon
Mr C Jones, Cynrychiolydd GMB
Mr D Price, Cynrychiolydd UNSAIN/UNISON
Mrs C Jones, Cynrychiolydd Undeb Cenedlaethol yr Athrawon a'r Panel Athrawon
Mr D S Emanuel, Cynrychiolydd Rhiant-Lywodraethwr wedi'i ethol

Mr R Hull – Cadeirydd y Pwyllgor Archwilio

Tudalen wag

RHONDDA CYNON TAF COUNCIL FINANCE AND PERFORMANCE SCRUTINY COMMITTEE

Minutes of the meeting of the Finance and Performance Scrutiny Committee meeting held on Monday, 28 January 2019 at 5.00 pm at the Council Chamber, The Pavilions, Cambrian Park, Clydach Vale, Tonypany, CF40 2XX.

County Borough Councillors - Finance and Performance Scrutiny Committee Members in attendance:-

Councillor G. Thomas- In the Chair

Councillor G Davies	Councillor S Bradwick
Councillor R Yeo	Councillor W Lewis
Councillor T Williams	Councillor J Cullwick
Councillor G Caple	Councillor A Fox

Other Members in Attendance;

Councillor M. Adams - Chair of the Overview and Scrutiny Committee

Non-Committee / Education Co-opted Members in Attendance

Mr J Fish – Elected Parent / Governor Representative

Officers in attendance

Mr C Jones, Director, Legal & Democratic Services
Mr B Davies, Director of Financial Services
Ms A Richards, Head of 21st Century Schools
Ms S Davies, Head of Finance: Education and Financial Reporting
Ms L Gorringe, Business Manager Catering Services
Mr P Griffiths, Service Director, Performance & Improvement

33 WELCOME

The Vice-Chair introduced himself to the Committee and advised Members that he would be Chairing the meeting and that Councillor J. Williams (Chair) had given her apologies.

34 APOLOGIES

Apologies for absence were received from County Borough Councillors J.

Williams, A. Davies-Jones, J. Elliott, G. Holmes, M. J .Powell and S. Rees-Owen.

35 DECLARATION OF INTEREST

RESOLVED- In accordance with the Council's Code of Conduct, there were no declarations made pertaining to the agenda.

36 MINUTES

It was **RESOLVED** to approve the minutes of the 11th of December 2018 as an accurate reflection of the meeting.

37 THE COUNCIL'S DRAFT 2019/20 REVENUE BUDGET STRATEGY

The Director of Financial Services provided Members with a presentation in respect of the Council's draft 2019/20 Revenue Budget Strategy, which contained the views of the Council's Senior Leadership Team under the following headings:-

- Council's Current Financial Position
- The 2019/20 Final Local Government Settlement
- The Starting Point Budget Gap
- Budget Consultation Outcomes
- Key Building Blocks
 - Council Tax
 - Schools
- The Final Budget Gap and Strategy Options
- Conclusion and Next Steps

The Director indicated that the overview provided the opportunity for the Committee to pre-scrutinise the draft Revenue Strategy proposals for 2019/20 and also that the views of the Committee would be fed back to Cabinet at its meeting in February 2019 and incorporated into the Revenue Budget Strategy report presented to full Council in March 2019.

Members noted the overview and discussions ensued.

In relation to the School Budget, a Member highlighted the importance for schools to receive information on their budgets for the forthcoming financial year as soon as possible. The Director of Financial Services advised the Committee that the Council's overall budget, that includes schools, will be reported to Council on 6th March 2019 and that work is currently taking place with schools to ensure they are able to plan in readiness for the new financial year. Efforts will be made to issue draft allocations to schools before the February half term break, as has been the case for a number of years.

Another Member commended the proposed funding increase to schools and requested whether public communication could reflect the requirement that whilst a very positive proposal, there would still be the need for some savings to be made at an individual school level to balance their budgets. The Director of Financial Services acknowledged this and indicated that the proposed increase in funding to schools, should it be approved, will result in a significantly more positive treatment of schools in comparison with other Council Services and as compared to the Council's Welsh Government settlement level. In addition, another Member also commended the proposed treatment to school budgets but indicated the need to recognise that an increase in funding in one area can mean a reduction in another, and stressed the importance of Community Services such as adult social care and children's services. The Member added that he would support a specific question being included within future budget consultation exercises covering these areas.

The Director of Financial Services went on to update Members that confirmation is awaited from Welsh Government around funding for the Teachers' Pension increase. The Director added that the proposed Budget Strategy assumes that additional resources to cover the increase in Teacher's Pension costs will be funded via Welsh Government.

In respect of Fees and Charges, a Member requested whether further information could be provided on non-statutory services, such as the level of Council subsidy, when the Committee is considering proposals on fees and charges. The Director of Financial Services informed the Committee that detailed budget information on all Council Services is set out in its annual Budget Book, that is available on the website, and updates on financial performance are reported on a quarterly basis during the year as part of the Council's Performance Report. The Director added that Members may wish to consider further information requirements on the level of subsidy across Council services as part of scrutinising the Council's quarterly Performance Report.

In relation to the Council Tax Reduction Scheme (CTRS), the Chair of the Overview and Scrutiny Committee requested clarity on whether the roll-out of Universal Credit will impact on the Council's Council Tax Reduction Scheme (CTRS). The Director of Financial Services advised Members that whilst both schemes are separate, with the CTRS administered by the Council and Universal Credit administered by the Department for Work and Pensions, the Council is mindful of the potential risk of delays in Universal Credit claimants receiving payments. The Director went on to remind Members that following the Committee providing feedback at its December 2018 meeting (as part of the budget consultation process) to support the backdating of CTRS claims from 3 months to 6 months, this proposal was subsequently agreed by Council in January 2019. The Director added that this change will help minimise any council tax liability accrued because of delays in people receiving payments of Universal Credit.

With regard to Council Tax, a Member highlighted the importance of clearly communicating to the public the respective increases in council tax that relate to the Council, South Wales Police and Crime commissioner and Community Councils where applicable.

A Member supported the investment in state of the art technology at the Materials Recovery Facility and, in addition to the estimated budget saving, considered the development will have a positive impact on the Council's recycling performance.

The Vice-Chair requested clarity on whether the Transformation Reserve represented additional funding and how it was topped up. The Director of Financial Services indicated that the Council's approach to budget setting is an on-going process and as savings are identified early and implemented in-year, the one-off cash saved is allocated to the Transformation Reserve and represents additional one-off funding for the Council. The Director added that in addition to the in-year cash benefit of this approach, the permanent base budget savings are then included in the proposed budget strategy for the following year.

A Member referred the Committee to the Budget Consultation Outcomes and in particular the feedback from consultees that showed the Music Service receiving the largest percentage decrease in average budget. The Member emphasised the importance of the Music Service as being a key part of the overall education offer for young people and indicated that the Council should not make any budget cuts in this area.

In conclusion, the Director of Financial Services stated that the views of Members of this Committee would be fed back to Cabinet at its meeting in February 2019, which would be incorporated into the 2019/20 Revenue Budget Strategy Report to full Council in March 2019.

The Chair thanked the Director of Financial Services for his in depth report.

Following a discussion, Members **RESOLVED**;

- To acknowledge the content of the Council's Draft 2019/20 Revenue Budget Strategy.
- To agree that the views expressed by Members, as set out above, are fed back to Cabinet in respect of budget strategy proposals.

38 COMMUNITY MEALS CENTRAL PRODUCTION

The Head of 21st Century Schools and the Business Manager Catering Services presented the Committee with an update on the Community Meals Service change and the savings that it has achieved.

The Head of 21st Century Schools reminded the Committee that the Community Meals Service review was approved by Cabinet on the 25th of January 2018 with the objective of developing a service that improves the quality of life for the people who use it in a way which allows the service to be responsive to demand.

Members were informed that over the last 5 years, the demand for the weekday service fell by 29% and for the weekend service by 66%. As such, a new service was implemented in August 2018 and resulted in 3 community meals kitchens being reduced to 1 central production kitchen located in Ynyshir, Rhondda.

Members were also informed that a centralised production enabled a reduction of 20 staff, from 62 to 42 and it was emphasised that all redundancies were on a voluntary basis.

The Committee was advised that the impact of the service change has been positive with 93% of clients reporting that they were happy with the service. The Head of 21st Century Schools added that the effect of the service change on staff has been positive, with morale good and members of staff commenting that they feel valued.

In conclusion, Head of 21st Century Schools highlighted that there are clear links between the provision of community meals and the achievement of the Council's priorities, with the service supporting some of the most vulnerable elderly people in the County Borough. It was added that the feedback has been positive from both clients and their families, and the Head of 21st Century Schools also wanted to place on record her personal thanks to the staff, Trade Unions and HR department for their cooperation and collaboration in implementing the service change.

Members were then given the opportunity to ask questions.

A number of Members praised the service and agreed that it is a vital service for the most vulnerable adults in our communities.

The Elected Parent / Governor Representative referred Members to Table 3 of the report on page 79 and queried the transport costs. The Business Manager Catering Services clarified that the Service needed a one-off capital investment to purchase two ovens for the vans and it is anticipated that on-going transport costs will reduce moving forward, with this position also being supported through reductions in the number of vans and improved route planning. In addition, the Business Manager Catering Services explained that Table 3 shows the average service costs before and after service change, and the average monthly savings currently being achieved. It was emphasised that the service has achieved more savings than the original estimate reported to Cabinet of £258k.

The Elected Parent / Governor Representative also questioned how the Council plans to compete against the commercial sector. Members were advised that the Service is well placed to compete with the commercial sector based on price and following feedback from clients, it also compared well in terms of quality and portion sizes.

The Head of 21st Century Schools was also asked if she has any plans to expand the service, including support to community groups. Members were informed that the Service works closely with the Council's Adult Social Care teams to ensure all appropriate clients have opportunity to access the service and is mindful of striking the right balance between helping people to maintain their independence and being supported by the Community Meals Service. The Head of 21st Century Schools added that the Community Meals Service is a subsidised service and consideration will be given to targeted marketing.

A Member queried what methods are used to promote the service. The Head of 21st Century Schools advised Members that the Council promotes the service on its website and clients are also referred to the service through friends and family. A Member also commented that many GPs and Hospitals refer residents to the service.

A number of Members agreed that the service is vital for elderly residents and that for many residents, the relationship that they develop with staff members and delivery drivers is essential.

The Head of 21st Century Schools wanted to place on record her personal thanks to the members of staff and delivery drivers, who work tirelessly to ensure that the service is being run as efficiently as possible. The Head of 21st Century Schools also requested permission from the Vice-Chair to write a letter to every member of staff thanking them for all their hard work. Members agreed with this proposal.

Following discussion, Members **RESOLVED** to acknowledge the contents of the report.

39 2018-19 MID YEAR TREASURY MANAGEMENT STEWARDSHIP REPORT

The Head of Finance: Education and Financial Reporting provided the Committee with an overview of the Council's Treasury Management activity during the first six months of the financial year 2018/19 and the prudential and Treasury Indicators for the same period.

Members were asked to consider whether they wish to receive any further detail on matters contained within the report.

The Head of Finance: Education and Financial Reporting provided details on:

- Economic environment
- Interest rates
- Regulatory reporting changes
- Borrowing requirement

The Head of Finance; Education and Financial Reporting advised the Committee that no variance is currently being projected for net capital charges against budget.

Members were also advised that during the six months to the 30th September 2018, the Council operated within its prudential limits as set out in the Prudential Code report approved by Council in March 2018, in particular the Council's borrowing activity is within its Authorised Limit.

Members thanked the Head of Finance; Education and Financial Reporting for providing the Committee with such a detailed report.

Discussions ensued and Members put their questions forward.

The Elected Parent/ Governor Representative queried whether the Council has put safeguards in place to protect against the uncertainty surrounding Brexit. The Head of Finance: Education and Financial Reporting advised Members that they are mindful of the volatility surrounding Brexit and this can offer opportunities to borrow at favourable interest rates, which are constantly monitored.

The Elected Parent/ Governor Representative referred the Committee to paragraph 7.2 of the report and queried whether the Council would be taking advantage of the opportunity afforded by the infrastructure rate availability.

The Head of Finance; Education and Financial Reporting confirmed to Members that the opportunity of borrowing at the infrastructure rate was taken in November 2018.

A Member raised a further query in relation to the Authorised Limit and questioned how this was set and monitored. The Head of Finance; Education and Financial Reporting advised Members that any borrowing must be in line with the Prudential Code of Practice and be prudent and reasonable. Members were referred to paragraph 9.3 of the report and the Operational Boundary. The Head of Finance: Education and Financial Reporting advised Members that the Operational Boundary gives the Authority an early warning signal to ensure that the Authorised Limit is not breached.

Following consideration, it was **RESOLVED**;

- To acknowledge the content of the report.
- To receive updated reports in future meetings

This meeting closed at 6.30pm

**Cllr G. Thomas
Vice-Chair**

RHONDDA CYNON TAF COUNTY BOROUGH COUNCIL

MUNICIPAL YEAR 2018/19

FINANCE AND PERFORMANCE SCRUTINY COMMITTEE

2nd April 2019

AGENDA ITEM 3
COUNCIL PERFORMANCE REPORT – 31st December 2018 – QUARTER 3

REPORT OF THE DIRECTOR OF LEGAL AND DEMOCRATIC SERVICES

1. PURPOSE OF THE REPORT

To introduce the Quarter 3 Council Performance Report (to 31st December 2018).

2. RECOMMENDATIONS

It is recommended that Members:

- 2.1 Scrutinise the Council's financial and operational performance position as at 31st December 2018 (Quarter 3).
- 2.2 Consider whether they wish to scrutinise in greater depth any matters contained in the report.

3. QUARTER 3 PERFORMANCE REPORT

- 3.1 The Council's Quarter 3 Performance Report (to 31st December 2018) was presented to the Cabinet meeting of the 19th March 2019 and is replicated for the Finance and Performance Scrutiny Committee's review at **Appendix 1**.
- 3.2 The report contains revenue and capital budget performance; Treasury Management prudential indicators; Organisational Health information including staff turnover, sickness and Council strategic risks; Corporate Plan priority action plan updates (including investment updates and the cross cutting theme of 'Living Within Our Means'); other national measures; and target setting.
- 3.3 With regard to the Corporate Plan priority up dates, an overall summary of performance measure results as at 31st December 2018 are set out in Table 1.

Table 1 – Corporate Plan performance measure results (as at 31st December 2018)

Total no. of PIs	Total no. of PIs reported this Qtr	Total no. of PIs reported this Qtr with a Target	On Target		Not on Target		Within 5% of Target	
			No.	%	No.	%	No.	%
93	68	53	26	49	19	36	8	15

- 3.4 Members will note that 19 Corporate Plan performance measures were ‘Not on Target’ as at 31st December 2018.
- 3.5 In addition, there are 19 national measures that do not form part of the Council’s Corporate Plan and are excluded from the analysis above. As at Quarter 3, 2 national measures were reported as ‘Not on Target’, 2 were ‘On Target’ and 4 were ‘Within 5% of target’.
- 3.6 Table 2 sets out the Corporate Plan performance measures and national measures that were ‘Not on Target’ as at 31st December 2018.

Table 2 – Corporate Plan Performance Measures and national measures ‘Not on Target’ (as at 31st December 2018)

Corporate Plan Theme	Performance Measure	2017/18	2018/19		Quarter 3 Comments
		Qtr 4 Actual	Target	Qtr 3 Actual	
ECONOMY	% of pupils entitled to FSM in year 11 (typically aged 16) achieving Level 2 Threshold including a GCSE grade A* - C in English or Welsh (first language) and Mathematics2	24.2	30.0	28.0	Attainment for eFSM pupils improved by 3.8 percentage points but did not meet our challenging target. With Central South Consortium, we continue to support and challenge schools to provide the best possible support to more vulnerable pupils, including increased rigour in challenging spending and impact of the pupil deprivation grant. We also continue to support pupil wellbeing, for example, through expanding provision of the school holiday enrichment programme.
	% of pupils looked after attending RCT schools in year 11 (typically aged 16) who achieved the L2 threshold (5 GCSE grade A* - C or equivalent)	16.1	53.1	38.7	Although we did not meet our challenging target, there was an increase in the number of looked after children achieving the level 2 threshold compared to the previous year, and the majority of pupils achieved the level 1 threshold.
	% difference in the attendance of FSM / non FSM pupils in primary schools	2.3	<2.6	2.74	The overall school attendance levels at both primary and secondary level have decreased in 2017/18, with free schools meal pupils declining at a greater rate than their peers. Pupils in receipt of free school meals are a cohort of the most vulnerable learners and as such, it would be expected for this group to display the greatest decrease, as they are likely to have the most barriers to overcome to engage in their education. We continue to strengthen support and challenge to schools and support families as detailed in the Economy action plan.
	% difference in the attendance of FSM / non FSM pupils in secondary schools	4.9	<4.5	5.31	

Corporate Plan Theme	Performance Measure	2017/18	2018/19		Quarter 3 Comments
		Qtr 4 Actual	Target	Qtr 3 Actual	
ECONOMY	No. of fixed term exclusions per 1,000 pupils in Primary schools	14.2	<14.2	18.04	There has been a continued increase in the number of fixed term exclusions during academic year 2017/18, although the average length of exclusions has decreased slightly (from 2.1 to 1.9 days) and the number of permanent exclusions has also decreased (from 20 to 8 days). Schools continue to receive support and challenge sessions with the Head of Inclusion Service, the Senior Educational Psychologist for Wellbeing and School Improvement Officers. Actions for improvement are agreed and Schools are then requested to attend a follow up session the next term to review progress against agreed actions.
	No. of fixed term exclusions per 1,000 pupils in Secondary schools	95.7	<95.7	108.29	
	Number of NEET (Not In Education, Employment or Training) young people entering employment upon leaving the 'Inspire2Work' programme	24	65 (Qtr 3 Target - 58)	41	Q2 data revised from 47 to 21 as cumulative data for the whole project was reported in error instead of financial year data. Performance is currently below target with outputs affected due to time of year, however current projections suggest targets will be achieved by year-end.
	Number of NEET young people gaining a qualification upon leaving the 'Inspire2Work' programme	97	147 (Qtr 3 Target- 109)	90	Q2 data revised from 153 to 81 as cumulative data for the whole project was reported in error instead of financial year data. Q3 performance has been impacted by 2 vacant tutor posts, which have now been filled.
	Number of NEET young people entering employment upon leaving the C4W programme	49	96 (Qtr 3 Target- 72)	41	Performance is currently below target. National issues with project performance need to be resolved, the project is not performing as well as hoped due to eligibility based on postcodes limiting participation. Monthly Welsh Government and RCT Monitoring is in place.
	Number of people entering a work placement with an employer - Communities For Work Plus	N/A	100 (Qtr 3 Target - 75)	52	Awaiting evidence from NHS for an additional 25 work placements that have been undertaken. Data will be included in Qtr 4 return once evidence has been received.

Corporate Plan Theme	Performance Measure	2017/18	2018/19		Quarter 3 Comments
		Qtr 4 Actual	Target	Qtr 3 Actual	
PEOPLE	% of adults who completed a period of reablement & have no package of care & support 6 months later	77.63	77.63	73.22	Below target for Quarter 3. However, performance levels are considered high at just over 73%, with 566 out of 773 adults, who completed a period of reablement having no package of care and support 6 months later. Performance will continue to be monitored going forward.
	The rate of delayed transfers of care for social care reasons per 1,000 population aged 18 or over (All people 75+)	3.31	2.40	4.25	Below target for quarter 3 - there were 83 delays reported in quarter 3 compared to 47-targeted delays – a slight increase from 82 delays this time last year. The number of delays due to social work assessment has continued to improve but an increasing demand for home care as we support more people to live at home rather than residential care is putting pressure on supply and capacity in some areas of the County Borough at “peak call” times. Whilst this is being managed by Adult Social Care across care providers to minimise impact on delays awaiting commencement of care packages – numbers are higher than targeted. Performance will continue to be monitored going forward.
	No. of visits to local authority sports and leisure centres per 1,000 population where the visitor will be participating in physical activity	8,140	8,369 (Qtr 3 Target - 6,300)	5,814	Rhondda Fach Sports Centre usage affected by pool closure (approx. 23,000 up to Quarter 3). Hall usage at Rhondda Fach Sports Centre affected by closure of main hall (1,000 users). Pool closure at Abercynon Sports Centre (13,000 users). Changing room refurb at Rhondda Sports Centre (2,500 swim users).
	No. of visits to local authority sports and leisure facilities per 1,000 population where the visitor will be participating in physical activity (New Local PI - includes school usage)	12,218	12,469 (Qtr 3 Target - 9,375))	6,637	Required works at Rhondda Fach Sports Centre meant that the whole centre was closed for a period of 2 weeks as part of the refurb. The closure of the pool (above) and work to all areas has seen usage drop by 40,000 compared to last year at one site. This has also been impacted by the reduction in membership across all sites.

Corporate Plan Theme	Performance Measure	2017/18	2018/19		Quarter 3 Comments
		Qtr 4 Actual	Target	Qtr 3 Actual	
PEOPLE	Number of visits to Public Library premises (Physical) during the year per 1,000 population.	3,355	3,358.8 (Qtr 3 Target - 2,519.1)	2,287	Overall visitor figures have again not recovered from the downturn experienced during the summer months. The quarter 3 position also reflects the fact that Tonypandy Library was closed early in December for refurbishment.
	Number of visits to Public Library premises (virtual) during the year, per 1,000 population.	318	518.3 (Qtr 3 Target - 371.4)	348	Although our performance remains below target there are a number of sites such as 'Ancestry' and 'Access to Research' whose visit numbers are added annually and this will boost our overall performance at the end of the year.
	% of all care leavers who are in education, training or employment (EET) at 12 months after leaving care	40.7	50.0	31.6	Performance has dropped to 31.6% of care leavers being in EET 12 months after leaving care. 26 out of 38 young people were not in EET and of these, 5 have since found a training programme or work placement and are about to start. Out of the remaining 21 young people: 9 are claiming ESA or actively job searching; 2 have learning disabilities preventing them from finding work or training programmes; 1 is unable to work due to mental health issues; 4 have young children to care for; 3 are not engaging; and 2 are in Prison.
	% of all care leavers who are in education, training or employment at 24 months after leaving care	49.0	53.0	24.4	Performance has dropped to 24.4% of care leavers being in EET 24 months after leaving care. 34 out of 45 YP were not in EET and of these, 9 have since found a training programme or work placement and are about to start. Out of the remaining 25 young people: 14 are claiming ESA or actively job searching; 1 has learning disabilities preventing them from finding work or training programmes; 3 are unable to work due to mental health issues; 3 have young children to care for; 1 is not engaging; 2 are in Prison and 1 is not actively looking for work due to ill health.

Corporate Plan Theme	Performance Measure	2017/18	2018/19		Quarter 3 Comments
		Qtr 4 Actual	Target	Qtr 3 Actual	
PLACE	% of households successfully prevented from becoming homeless	74.7	70	66	Increased numbers of clients at risk of homelessness has created heightened demand in the service (which in turn has kept the prevention performance indicator for Qtr 3 at 66%). With a number of successful prevention cases held over until January and improved communications with our support worker partners, it is anticipated the 70% target will be met by year-end.
NATIONAL MEASURES	Rate of people kept in hospital while waiting for social care per 1000 population aged 75+	1.88	1.3	2.61	Below target for quarter 3, there were 51 delays reported in quarter 3 compared to 26 targeted delays – a reduction from 58 delays this time last year. The number of delays due to social work assessment has continued to improve but an increasing demand for home care as we support more people to live at home rather than residential care is putting pressure on supply and capacity in some areas of the County Borough at “peak call” times. Whilst this is being managed by Adult Social Care across care providers to minimise impact on delays awaiting commencement of care packages – numbers are higher than targeted. Performance will continue to be monitored going forward.
	% of National Exercise Referral Scheme (NERS) clients who completed the exercise programme	N/A	50	47	798 NERS clients started the exercise programme; however, only 377 completed the programme. Performance is expected to improve in Qtr 4.

3.6 Members will note that an analysis of 2018/19 targets have been included within the Quarter 3 report to enable the Committee to consider this information, as deemed appropriate.

RHONDDA CYNON TAF COUNTY BOROUGH COUNCIL

CABINET

19th March 2019

COUNCIL PERFORMANCE REPORT – 31st December 2018 (Quarter 3)

**REPORT OF THE DIRECTOR OF FINANCE AND DIGITAL SERVICES IN
DISCUSSION WITH THE RELEVANT PORTFOLIO HOLDER (CLLR NORRIS)**

**AUTHOR: Paul Griffiths, Service Director – Finance and Improvement
Services (01443) 680609**

1.0 PURPOSE OF THE REPORT

- 1.1 This report provides Members with an overview of the Council's performance, both from a financial and operational perspective, based on the first nine months of this financial year (to the 31st December 2018).

2.0 RECOMMENDATIONS

It is recommended that the Cabinet:

Revenue

- 2.1 Note and agree the General Fund revenue position of the Council as at the 31st December 2018 (Section 2 of the Executive Summary) and note the incorporation of additional one-off Welsh Government funding to support sustainable social services into this position.
- 2.2 Request that Cabinet approve the virements listed in Sections 2a - d of the Executive Summary that exceed the £0.100M threshold as per the Council's Financial Procedure Rules.

Capital

- 2.3 Note the capital outturn position of the Council as at 31st December 2018 (Sections 3a – f of the Executive Summary).
- 2.4 Note the details of the Treasury Management Prudential Indicators as at the 31st December 2018 (Section 3g of the Executive Summary).

Corporate Plan Priorities

- 2.5 Note the quarter 3 position regarding progress made against the agreed Corporate Plan priorities (Sections 5 a – d of the Executive Summary), Other National Measures (Section 5e of the Executive Summary) and comparison of 2018/19 targets set against prior year and 'All Wales Average' performance information (Section 5f of the Executive Summary).

3.0 REASONS FOR RECOMMENDATIONS

- 3.1 To agree the Council's financial and operational performance position as at 31st December 2018, in line with the requirements set out in its Constitution, and in doing so enable elected Members and other stakeholders to scrutinise the performance of the Council.

4.0 BACKGROUND

- 4.1 This report provides Members with a third up date of the Council's financial and operational performance position for the financial year ending the 31st March 2019.
- 4.2 The aim of the report is to bring together the Council's performance into an Executive Summary and make available more detailed information to the reader through electronic links. Information contained in the Executive Summary includes financial data and progress against our Corporate Plan priorities, and exceptions are highlighted within the detailed sections to ensure that elected Members and other readers are able to quickly identify the key issues.
- 4.3 Table 1 below summarises the performance measures within each Corporate Plan priority area as well as the cross-cutting priority of 'Living Within Our Means'.

Table 1 – Summary of Corporate Plan performance measures

Priority Area	No. of Measures in Priority	No. of measures reported / with a target			
		Quarter 1	Quarter 2	Quarter 3	Quarter 4
Economy	48	8 / 6	23 / 17	30 / 23	48 / 43
People	20	13 / 11	12 / 10	20 / 16	20 / 16
Place	17	9 / 6	9 / 6	11 / 8	17 / 15
Living Within Our Means	8	6 / 6	6 / 6	7 / 6	8 / 7
Total	93	36 / 29	50 / 39	68 / 53¹	93 / 81

4.4 In addition to the measures in Table 1, there are a number of national measures that do not form part of the Council's Corporate Plan. These are set out in Table 2 below.

Table 2 – Other National Measures

Other National Indicators	No. of Measures	No. of measures reported / with a target			
		Quarter 1	Quarter 2	Quarter 3	Quarter 4
	19	4 / 4	6 / 6	8 / 8	18 ² / 15

5.0 QUARTER 3 REPORT

5.1 The Quarter 3 report is attached and comprises:

- **Executive Summary** – setting out, at a glance, the overall performance of the Council as at Quarter 3 (i.e. 31st December 2018);
- **Revenue Monitoring** – sections 2a – d setting out the detailed quarterly financial spend against budget across our Revenue Budget with exceptions highlighted;

¹ The Quarter 2 Performance Report anticipated that for the third quarter 68 performance indicators would be reported / 55 of which would be reported with a target. This position has been revised to 68 / 53 due to changes in the definition / collection criteria for 2 performance indicators (i.e. within the People priority action plan: 'the average length of time older people (aged 65 and over) are supported in residential care homes' and 'the % of children & young people requiring intervention from statutory services'). These changes have meant that actual performance and targets are not comparable – therefore, 2018/19 will be a baseline year and used to inform target setting for 2019/20. These changes have also been reflected within the performance indicators to be reported / reported with a target for quarter 4.

² Other National Indicators – 19 national measures in place and a total of 18 to be reported at year-end. One measure not being reported (i.e. the number of working day/shifts per fulltime equivalent (FTE) local authority employee lost due to sickness absence) due to insufficient assurance that the Council's information fully complies with the national definition. The Council has therefore developed a local measure for this area the results of which are included within this Report.

- **Capital Monitoring** – sections 3a – f setting out capital spend across our Capital Programme with exceptions highlighted and section 3g covering Prudential Indicators;
- **Organisational Health** – includes information on turnover, sickness absence, organisational health related investment areas and Council strategic risks; and
- **Corporate Plan / Other National Measures** – includes:
 - Three action plans (sections 5a – c) setting out performance and progress against measures and actions across each of the three Corporate Plan priorities. An electronic link has been included within the Executive Summary setting out those performance measures ‘Not on Target’ i.e. noted as ‘Red’ performance measures.
 - Performance measures in respect of the ‘Living Within Our Means’ cross-cutting priority (Section 5d).
 - Other National Measures (Section 5e).
 - Target setting (Section 5f).

6.0 EQUALITY AND DIVERSITY IMPLICATIONS

- 6.1 The Council’s Performance Report provides an update on financial and operational performance in line with its Constitution, statutory duties and locally determined arrangements that have previously been formally approved, where required. As a result, no Equality Impact Assessment is deemed required for the purposes of this report.

7.0 CONSULTATION

- 7.1 Following consideration by Cabinet, this Report will be presented to the Finance and Performance Scrutiny Committee for review, challenge and where deemed required, the scrutiny of specific areas in more detail.

8.0 FINANCIAL IMPLICATIONS

- 8.1 There are no financial implications as a result of the recommendations set out in the report.

9.0 LEGAL IMPLICATIONS OR LEGISLATION CONSIDERED

- 9.1 There are no legal implications as a result of the recommendations set out in the report.

10.0 LINKS TO CORPORATE AND NATIONAL PRIORITIES AND THE WELL-BEING OF FUTURE GENERATIONS ACT

- 10.1 The operational performance information included within this report has been aligned to the priorities within the Council's Corporate Plan and demonstrates the progress Council services are making toward the delivery of these priorities. These priorities were adopted as the Council's Well-being Objectives at a meeting of Cabinet on [2 November 2016](#), alongside the Council's Policy statement, which set out how the Council would respond to and apply its legal duties in respect of the Well-being of Future Generations Act.
- 10.2 The Sustainable Development principles (i.e. the 5 Ways of Working) were considered as part of the development of the action plans supporting each of the Council's priorities of Economy, People and Place. These were presented to Council on [25th July 2018](#) as part of the Council's Corporate Performance Report.

11.0 CONCLUSION

- 11.1 This report sets out the financial and operational performance of the Council at Quarter 3 2018/19, that is, 31st December 2018.
- 11.2 The third quarter report continues to follow the overall position set out in previous Performance Reports this year, namely, generally positive progress being made against Corporate Plan priorities within the context of pressures on the Council's revenue budget, particularly within Adult Services of the Community and Children's Services Group.
- 11.3 With specific regard to the revenue budget, the overall over-spend position is improving compared to that reported at Quarter 2; this is as a result of continued robust financial and service management arrangements and the utilisation of one-off Welsh Government funding (allocated to all local authorities in Wales to support sustainable social services) to off-set recurring cost pressures in social care. On-going dialogue will take place on a number of specific grants that have been introduced to deal with recurring cost pressures and it is important that we seek to ensure their continuation for 2019/20 and beyond.
- 11.4 Both financial and operational performance will continue to be closely managed through to year-end to ensure the Council's work supports

positive outcomes across the County Borough and financial stability is maintained.

Other Information:-

Relevant Scrutiny Committee: Finance and Performance Scrutiny Committee

Contact Officer: Paul Griffiths

LOCAL GOVERNMENT ACT 1972

AS AMENDED BY

THE LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985

RHONDDA CYNON TAF COUNTY BOROUGH COUNCIL

19th MARCH 2019

COUNCIL PERFORMANCE REPORT – 31st December 2018 (Quarter 3)

**REPORT OF THE DIRECTOR OF FINANCE AND DIGITAL SERVICES IN
DISCUSSION WITH THE RELEVANT PORTFOLIO HOLDER (CLLR NORRIS)**

Item:

Background Papers

Officer to contact: Paul Griffiths

**COUNCIL PERFORMANCE REPORT
QUARTER 3 2018/19
EXECUTIVE SUMMARY**

Contents

Section 1 – INTRODUCTION

Section 2 – REVENUE BUDGET

Revenue Budget Performance – more detailed breakdowns are included in the following sections:

- 2a Education and Inclusion Services;
- 2b Community and Children’s Services;
- 2c Corporate and Frontline Services;
- 2c Chief Executive’s Division; and
- 2d Authority Wide Budgets.

Earmark reserve update – Section 2e provides a breakdown of expenditure against service areas.

Section 3 – CAPITAL PROGRAMME

Capital programme budget – more detailed breakdowns are included in the following sections:

- 3a Chief Executive;
- 3b Corporate and Frontline Services;
- 3c Corporate Initiatives;
- 3d Education and Inclusion Services;
- 3e Community and Children’s Services; and
- 3f Capital Programme Funding.

Prudential Indicators – a detailed breakdown is included in Section 3g.

Section 4 – ORGANISATIONAL HEALTH

- Turnover;
- Sickness Absence;
- Organisation Health related investment areas; and
- Council Strategic Risks.

Section 5 – CORPORATE PLAN / OTHER NATIONAL MEASURES

Corporate Plan progress updates – Quarter 3 position statements are included in the following sections:

- 5a – Economy;
- 5b – People;
- 5c – Place;
- 5d - Living Within Our Means;
- Overall summary of Corporate Plan performance indicators;
- 5e – Other National Measures; and
- 5f – Target Setting.

Section 1 – INTRODUCTION

The Executive Summary aims to bring together and summarise the Council's financial and operational performance position as at 31st December 2018.

Throughout the Summary electronic links have been included that enable the reader to access more detailed information, as required.

Section 2 – REVENUE BUDGET

Revenue Budget Performance

Service Area	2018/19 – as at 31st December 2018		
	Full Year Budget £M	Projected Expenditure as at Quarter 3 £M	Variance Over / (Under) £M
Education & Inclusion Services (2a)	175.531	175.480	(0.051)
Community & Children's Services (2b)	149.494	151.228	1.734
Corporate and Frontline Services (2c)	63.795	63.932	0.137
Chief Executive's Division (2c)	12.530	12.557	0.027
Sub Total	401.350	403.197	1.847
Authority Wide Budgets (2d)	70.250	69.946	(0.304)
Sub Total	471.600	473.143	1.543
Supporting Sustainable Social Services Grant*			(1.140)
Grand Total	471.600	473.143	0.403

* - Additional £14M one-off funding for 2018/19 announced by Welsh Government on [20th November 2018](#) to support social care pressures across Wales.

Key Revenue Variances at Quarter 3

- **Community and Children's Services**

ADULT SERVICES

- Long Term Care & Support (£0.923M overspend);
- Commissioned Services (£0.311M overspend);
- Provider Services (£0.402M overspend);
- Short Term Intervention Services (£0.515M overspend); and
- Fairer Charging (£0.322M overspend).

CHILDREN SERVICES

- Safeguarding & Support (including Children Looked After) (£0.096M overspend);
- Early Intervention (£0.128M underspend); and
- Intensive Intervention (£0.884M underspend).

TRANSFORMATION

- Group & Transformation Management (£0.115M underspend);
- Service Improvement (£0.053M overspend); and
- Purchasing and Commissioning (£0.066M overspend).

PUBLIC HEALTH AND PROTECTION

- Public Protection (£0.100M underspend); and
- Leisure, Parks and Countryside and Community Facilities (£0.452M overspend).

- Corporate and Frontline Services

FRONTLINE SERVICES

- Facilities Cleaning (£0.065M underspend); and
- Waste Services (£0.262M overspend).

CORPORATE SERVICES

- Financial Services (£0.081M underspend).

- Authority Wide

- Miscellaneous (£0.253M overspend); and
- Council Tax Reduction Scheme (£0.627M underspend).

Earmark Reserve Update

- A breakdown of committed expenditure against approved earmark reserves for Service Areas can be viewed at Section 2e by clicking [here](#).

Section 3 – CAPITAL PROGRAMME

Capital Programme Budget

Service Area	2018/19 - as at 31st December 2018	
	Capital Budget £M	Actual Expenditure £M
Chief Executive's Division (3a)	27.918	16.775
Corporate and Frontline Services (3b)	35.794	16.997
Corporate Initiatives (3c)	1.728	0.903
Education & Inclusion Services (3d)	55.171	38.484
Community & Children's Services (3e)	7.687	3.859
Total	128.298	77.018

Key Capital Variances at Quarter 3

- Re-profiling of a number of projects to reflect changes in the total cost of schemes and revised delivery timescales.
- Grant approvals introduced into the Capital Programme: Welsh Government (WG) Local Transport Fund (£2.750M); WG Local Transport Network Fund (£0.250M); WG Waste & Resource Efficiency (£0.120M); and WEFO ERDF Modern Industrial Units Developments (£5.158M).

For information on how the Capital Programme is funded see section 3f by clicking [here](#).

Prudential Indicators

For a detailed breakdown of Prudential Indicators, see section 3g by clicking [here](#).

Section 4 – ORGANISATIONAL HEALTH

- Turnover

Service Area	2018/19		2017/18			
	As at 31st December 2018		As at 31st December 2017		As at 31 st March 2018	
	Staff Nos.	% Turnover	Staff Nos.	% Turnover	Staff Nos.	% Turnover
Turnover – Council Wide	10,581	10.47	10,816	8.00	10,799	10.12
Community & Children's Services	2,968	4.89	2,783	5.17	2,934	8.90
Corporate & Frontline Services	1,277	3.99	1,216	4.52	1,225	5.63
Education & Inclusion Services	1,247	13.31	1,462	5.75	1,276	7.60
<u>Schools³</u>	<u>4,799</u>	<u>15.13</u>	<u>5,065</u>	<u>11.15</u>	<u>5,050</u>	<u>12.73</u>
Primary	3,132	12.07	3,147	9.88	3,150	11.30
Secondary	1,667	20.88	1,918	13.24	1,900	15.11
Chief Executive's Division	290	6.90	290	5.86	314	7.32

- Sickness Absence

Service Area	2018/19	2017/18	
	As at 31st December 2018 %	As at 31st December 2017 %	As at 31 st March 2018 %
% days lost to sickness absence – Council Wide	4.18	4.34	4.37
Community & Children's Services	5.28	6.48	6.17
Corporate & Frontline Services	4.58	3.88	4.07
Education & Inclusion Services	4.47	4.16	4.21
<u>Schools³</u>	<u>3.41</u>	<u>3.46</u>	<u>3.58</u>
Primary	3.47	3.77	3.99
Secondary	3.30	2.95	2.90
Chief Executive's Division	2.51	1.74	2.13

For a more detailed breakdown of Quarter 3 2018/19 sickness absence information, click [here](#).

³ Schools (i.e. for information reported 'As at 31st March 2018' for Turnover and Sickness Absence) – revised position to that reported within the Council's 2018/19 Quarter 1 Performance Report to reflect up dated information between the primary and secondary sectors.

Organisation Health related investment areas

There continues to be a focus on investing in organisational health related areas, for example, IT infrastructure and invest to save energy efficiencies schemes, with this work being supported through existing resources.

• Council Strategic Risks

The Council's Quarter 3 Strategic Risk Register can be viewed by clicking [here](#). The following updates have been made to strategic risks / risk ratings since the 2018/19 Quarter 2 Performance Report:

- RISK 19 – 'If the Council's agenda for modernising its on-line customer service provision is not supported by a programme of up-skilling citizens and re-designing its internal processes then citizens could be indirectly excluded and they may also receive an inefficient service.' Risk score revised from 12 to 9 given the positive progress made in supporting residents to use on-line services and also the increasing number of services the Council is making available on-line.

- RISK 22 (NEW RISK) – 'If the Council does not adequately prepare for a potential No Deal Brexit scenario, then the possibility of adverse impacts upon service delivery and citizens could become a reality.' Council Services are actively engaging in work to assess the potential impact of Brexit to aid the organisation's preparedness.

Section 5 – CORPORATE PLAN

Corporate Plan progress updates

- **ECONOMY** (Section 5a)

Summary of progress to 31st December 2018								
<p>Good progress continues to be made on a number of the town centre developments including the former Boot Hotel, Black Lion and Exchange Buildings in Aberdare, and the Taf Vale development. Construction has started on the new DWP offices in Treforest. The consultation on the Porth Town Centre Strategy started during the period and the feedback from residents and businesses has been positive.</p> <p>The schools performance data for Key Stage 4 was validated, and when compared to the 22 councils, the Council was ranked 10th, its highest ever performance for the key performance indicator ‘the % of pupils achieving the Level 2 threshold including English’s/Welsh and mathematics’.</p> <p>The full action plan can be viewed by clicking here.</p>								
Progress in our KEY PERFORMANCE INDICATORS as at 31st December 2018								
Total no. of PIs in the Priority	Total no. of PIs reported this Qtr	No. of PIs reported this Qtr with Target	On Target		Not on Target		Within 5% of Target	
			No.	%	No.	%	No.	%
48	30	23	9	39	10	43	4	18

Progress in our Investment Priorities – Economy		
Investment Area	Investment Value ⁴ £M	Quarter 3 Update
Empty Property Grant	1.500 ⁵	Between April and December 2018, 83 properties have been surveyed, 67 properties approved and works completed on 52 properties (some works were commenced in the last financial year).

⁴ Investment Value – relates to LIVE projects / works only that have been allocated additional investment funding.

⁵ Empty Property Grant - £1.5M investment funded from resources set aside following the agreed change around Council Tax Discount for long term empty properties (as per 17th January 2018 Council).

Investment Area	Investment Value ⁴ £M	Quarter 3 Update
Graduate Officers	0.200	Of the 10 graduate officers appointed in September 2016 (2 year fixed term contracts), 7 have been successful in gaining permanent employment with the Council and 3 have secured employment in other organisations (note: since 2016, annual in-takes of graduates have continued, funded through existing resources).
Schools	1.500	<p>Funding relates to that agreed by Council on 28th February 2018 (£0.500) together with the allocation of £0.500M from the Tonypany Town Centre project (where the costs were lower than originally anticipated). Scheme progress:</p> <ul style="list-style-type: none"> • Bryncelynnog Comprehensive and Ysgol Gyfun Rhydywaun 3G pitches – contracts awarded and works commenced. • Ferndale Community School – the 3G pitch was completed on 24th August 2018 and the changing room improvement works are to be carried out during the summer period of 2019/20 to restrict the impact on service delivery. • Maesgwyn Special School – main works have been completed and further works scheduled i.e. earth banks to be stone picked and seeded February half term and Multi-Use Games Area playing surface to be painted Easter half term.
Transport Infrastructure	1.200	This investment funding relates to that approved by Council on 1 st March 2017 and is continuing to support a wider programme of highways capital works. This has included the completion of schemes for Cwmbach Roundabout, Main Avenue (Treforest Industrial Estate) and Hirwaun Road (Trecynon), and various schemes across the County Borough are at design and construction stages.
Taff Vale Development	2.024	<p>This investment funding relates to that approved by Council on 30th November 2016 (and is in addition to the £1.5M approved by Council on 28th October 2015).</p> <p>During quarter 3, positive progress continues to be made which included the completion of the steel frame for building C and substantial completion for building B. External cladding commenced for building C and concrete cores were completed for building A. River wall works were also completed. Following obtaining planning consent in October 2018 for the footbridge, the tender process commenced and is on schedule for returned tenders to be evaluated in January 2019.</p>

Investment Area	Investment Value ⁴ £M	Quarter 3 Update
Apprenticeships	0.200	The investment funding has been combined with existing service resources and enabled 33 apprentices to be appointed from September 2017 (note: since 2017, the annual in-take of apprentices has continued, funded through existing resources).
Park and Ride Programme	1.000	This investment funding relates to that approved by Council on 29 th November 2017 and is supporting the development work needed to create additional 'park and ride' car parking spaces at Abercynon, Pontyclun and Porth. During quarter 3, works at Abercynon started (supported by a further £0.276M WG Grant); feasibility/preliminary design is ongoing at Pontyclun (supported by a further £0.040M WG Grant); and a planning application is being prepared for the Porth scheme.
Tonypany Town Centre	1.000	Main construction works are now complete and additional footways are to commence shortly. Due to costs being lower than originally anticipated, the funding requirement has been revised from £1.5M to £1.0M and the underspend re-allocated to support investment in 'Schools' i.e. supporting 3G pitches at Bryncelynog Comprehensive, Ysgol Gyfun Rhydywaun and Ferndale and improvement works at Maesgwyn Special School.
Traffic Developments	0.500	This investment funding relates to that approved by Council on 28 th February 2018 to contribute to highways network improvements in road safety, active travel and traffic flow. This has included the completion of schemes at Thai Elephant (Cymmer), Abercwmbai Crossing Improvements, Tonteg Road (Treforest Feasibility), Pencoedcae 20mph and assessment of pedestrian crossing provision at various locations. Other schemes across the County Borough are at design and construction stages.
Strategic Regeneration Investment (previously Town Centre Regeneration) (ADDITIONAL FUNDING ALLOCATION of £1.000M)	1.100	Funding comprises £0.100M approved by Council on 28 th February 2018 and further funding of £1.000M approved by Council on 24 th October 2018. This investment will support the Council's commitment to regenerate its town centres, encourage investment in the high street economy and deliver the vision as set out in the strategic opportunity area strategies. A targeted approach to acquiring, upgrading and redeveloping key strategic sites and premises will help achieve this and continue to deliver economic growth and job creation across Rhondda Cynon Taf. During quarter 3, 52-53

Investment Area	Investment Value ⁴ £M	Quarter 3 Update
		Taff Street, Pontypridd (Iceland) and 1-4 Oxford Street, Mountain Ash were purchased.
Robertstown and Coed Ely ERDF Match Funding (NEW)	4.200	<p>This investment funding relates to that approved by Council on 24th October 2018.</p> <p>The Council has been successful in securing grant funding of £5.158M from Welsh European Funding Office (WEFO) under the European Regional Development Fund (ERDF) programme in respect of developing modern business accommodation at Robertstown (Aberdare) and Coed Ely (Tonyrefail). These developments will help to boost economic growth and employment in regionally important areas and address the need to provide modern business units by developing key sites. The Council is required to provide match funding of £2.703M for the grant from its own resources and additional funding of £1.497M is required to deal with extensive abnormal costs at the Robertstown site which include drainage works, ground levelling based on flood modelling, Japanese knotweed and roads infrastructure.</p>
Total	14.424	

PEOPLE (Section 5b)

Summary of progress to 31st December 2018	
<p>Good progress continues to be made in many key areas relating to the Council's challenging service targets and modernisation agenda in respect of this key Council priority area.</p> <p>Our programme of Extra Care development and modernisation of adult accommodation options continues to be progressed to meet the changing needs and expectations of our population – supporting people to live as independently as possible and maintaining our focus on even better integrated support for people in their community.</p> <p>The Resilient Families Programme continues to deliver accessible family support and is preventing problems from escalating to a level where specialist intervention is required and current children looked after data reflects this.</p> <p>With regard to the performance indicators that are not on target, we continue to work hard with our partners where necessary to address these challenging targets in order to deliver the best possible outcomes for people.</p> <p>The full action plan can be viewed by clicking here.</p>	

Progress in our KEY PERFORMANCE INDICATORS as at 31st December 2018									
Total no. of PIs in the Priority	Total no. of PIs reported this Qtr	No. of PIs reported this Qtr with Target	On Target		Not on Target		Within 5% of Target		
			No.	%	No.	%	No.	%	
20	20	16	5	31	8	50	3	19	

Progress in our Investment Priorities – PEOPLE		
Investment Area	Investment Value⁶ £M	Quarter 3 Update
Leisure Centre Changing Rooms	0.750	This investment funding relates to that approved by Council on 29 th November 2017 in respect of supporting improvement in changing room facilities. Works have been completed as planned at Rhondda Sports Centre (completed August 2018) and at Abercynon Sports Centre (completed December 2018). Works at Sobell Leisure Centre are scheduled to be undertaken in summer 2019.
Extracare Housing (ADDITIONAL FUNDING ALLOCATION of £2.000M)	4.000	This investment funding relates to that approved by Council on 28 th February 2018 (£2M) and 24 th October 2018 (£2M) to support the modernising of accommodation options for older people. Works are progressing at the former Maesyffynnon Home for the Elderly site, a planning application has been submitted for the Pontypridd scheme and a pre-planning consultation is being prepared for the Treorchy scheme.
Rhondda Fach Leisure Centre	1.000	This investment funding relates to that approved by Council on 28 th February 2018 to deliver a new indoor sports pitch and gym. Works were completed at the start of January 2019 and, following additional staff training, the new gym and all other facilities became fully operational and open to the public on 14 th January 2019.
Total	5.750	

⁶ Investment Value – relates to LIVE projects / works only that have been allocated additional investment funding.

- **PLACE** (Section 5c)

Summary of progress to 31st December 2018

Positive progress continued during quarter 3 building on the work undertaken in the first half of the year. This has included focussing on:

- community safety with our partners through hate crime awareness week in October and the re-launch of a free community newsletter 'People Patrol' focussing to crime and safety issues affecting communities; there are currently over 1,000 subscriptions to the newsletter and 7 bulletins have been produced to date;
- parks and green spaces to improve facilities and support activities through working with 'Friends of...' groups to successfully secure funding via Pen-Y-Cymoedd to part-fund a splash pad at Aberdare Park and delivered the 'Poppies in the Park' project at Ynysangharad Park. A funding application to the Heritage Lottery Fund was not successful for the Rhondda Heritage Park and the funding body has advised for an application to be re-submitted in 2019/20.
- more involved and resilient communities through the commencement of capital works on the Mountain Ash and Ferndale community hubs and the approval of the Homelessness Strategy, albeit, revised timescales are being set to complete the review of adapted housing supply and the launch of the Affordable Warmth Strategy.
- the local environment through continued delivery of a programme of infrastructure investment for bridges, safer routes in communities and roads, and although recycling performance is slightly below target (60.87% compared to a target of 63%), a range of recycling awareness activities have and will continue to take place across the County Borough.

Work will continue across all the above areas during quarter 4 alongside on-going focus on the successful prevention of people becoming homeless, as performance was below target during quarter 3 due to increased number of clients at risk of becoming homeless.

The full action plan can be viewed by clicking [here](#).

Progress in our KEY PERFORMANCE INDICATORS as at 31st December 2018

Total no. of Pls in the Priority	Total no. of Pls reported this Qtr	No. of Pls reported this Qtr with Target	On Target		Not on Target		Within 5% of Target	
			No.	%	No.	%	No.	%
17	11	8	6	76	1	12	1	12

Progress in our Investment Priorities – PLACE

Investment Area	Investment Value⁷ £M	Quarter 3 Update
Highways Infrastructure Repairs (ADDITIONAL FUNDING ALLOCATION of £12.000M)	15.264	This investment funding relates to that approved by Council on 1 st March 2017 (£2.264M), 28 th February 2018 (£1.000M) and 24 th October 2018 (£12.000M). The additional resources will be used in conjunction with existing resources to deliver a programme of highways infrastructure repairs between 2019/20 and 2021/22.
Outdoor Leisure Facilities	1.250	<p>This investment funding relates to that approved by Council in respect of 3G pitches i.e. 1st March 2017 (£0.600M for Abercynon Sports Centre and Ferndale Community School) and on 29th November 2017 (£0.650M for Bryncelynog and Ysgol Gyfun Rhydywaun Schools, and will be combined with an agreed contribution from the Education budget).</p> <p>The Abercynon Sports Centre pitch was brought into use in February 2018 and further enhancements to the gravelled area at this site have also been completed.</p> <p>Updates in respect of the 3G Pitches at Ferndale Community School, Bryncelynog Comprehensive School and Ysgol Gyfun Rhydywaun are included within Section 5a – Economy (Investment Area – Schools).</p>
Play Areas	0.500	This investment funding relates to that approved by Council on 28 th February 2018. Between April and September 2018, out of 27 play area schemes, 17 are complete, 4 are under construction, 5 are designed, costed and scheduled and 1 to be designed.
Waste Recycling Centre (Dinas Community Recycling Centre)	0.150	Scheme complete.
Cynon Gateway South – Mountain Ash Cross Valley Link	3.750	The project is progressing as planned: Cardiff Road junction complete, A4059 junction complete and the main works contract on the bridge and Miskin highway are due to complete in November 2019 (WG have also approved a further £0.570M in Local Transport Grant funding to support this project).

⁷ Investment Value – relates to LIVE projects / works only that have been allocated additional investment funding.

Investment Area	Investment Value ⁷ £M	Quarter 3 Update
Structures: St Albans Bridge, Brook Street Footbridge and Pontrhondda Bridge	4.600	<ul style="list-style-type: none"> • St. Alban's Bridge - design to be completed by March 2019. • Brook St. Footbridge: planning approved and detailed design ongoing - works anticipated to be in 2019/20. • Pontrhondda Bridge: works ongoing and completion estimated to be quarter 1 of 2019/20.
Structures	2.000	<p>The £1.5M additional investment approved by Council on the 28th February 2018 has been allocated to structure projects with the works at various stages of design, procurement and construction:</p> <ul style="list-style-type: none"> • Pontypridd Road, Porth – repair works to wall now complete. • Pontygwaith River Wall – works to be completed in quarter 4. • Heol Miskin Wall, Pontyclun – works due to commence in quarter 4. • Hopkinstown River Wall, Pontypridd – works due to commence in quarter 1 of 2019/20.
Parks and Green Spaces	0.600	This investment funding relates to that approved by Council on 28 th February 2018. For 2018/19, 29 schemes are being delivered and are at various stages of completion.
Llanharan Bypass (ADDITIONAL FUNDING ALLOCATION of £0.500M)	1.500	This investment funding relates to that approved by Council on 29 th November 2017 (£1.000M) and 24 th October 2018 (£0.500M), and is supporting preliminary design work, ecology surveys and the design / tender of ground investigation work (WG have also approved a further £0.350M in Local Transport Grant funding to support this project).
A4119 Dualling (Stinkpot Hill) (ADDITIONAL FUNDING ALLOCATION of £1.500M)	2.500	This investment funding relates to that approved by Council on 29 th November 2017 (£1.000M) and 24 th October 2018 (£1.500M) to support the dualling of this section of the highway. Preliminary design work has commenced and work is on-going with land owners around compulsory purchase orders and also to progress transportation surveys (WG have also approved £0.434M in Local Transport Grant funding to support this project).
Community Hubs (ADDITIONAL FUNDING ALLOCATION of £0.250M)	0.750	This investment funding relates to that approved by Council on 29 th November 2017 (£0.500M) and 24 th October 2018 (£0.250M) to support the creation of community hubs, with Ferndale and Mountain Ash expected to be completed in quarter 1 of 2019/20.

Investment Area	Investment Value ⁷ £M	Quarter 3 Update
Gelli/Treorchy Link Road (NEW)	0.200	This investment funding relates to that approved by Council on 24 th October 2018 for investigatory works for a cross valley type link at Treorchy (WG have also approved a. £0.050M Local Transport Fund Grant to support the works).
Cynon Gateway (North), Aberdare Bypass (NEW)	1.000	This investment funding relates to that approved by Council on 24 th October 2018 for preliminary design for a Bypass continuation from A4059 Aberdare to Hirwaun.
Bryn Pica Eco Park (NEW)	0.200	This investment funding relates to that approved by Council on 24 th October 2018 for enabling works, planning & ecology for the development of an Eco Park at the Waste Management Facility.
Total	34.264	

LIVING WITHIN OUR MEANS (Section 5d)

The Council's Corporate Plan aims to apply a disciplined and planned approach to meeting the financial challenges ahead and has set a number of measures to gauge efficiency and the use of resources. These can be viewed by clicking [here](#) and a summary position is included below.

Progress in our KEY PERFORMANCE INDICATORS as at 31st December 2018									
Total no. of PIs	Total no. of PIs reported this Qtr	No. of PIs reported this Qtr with Target	On Target		Not on Target		Within 5% of Target		
			No.	%	No.	%	No.	%	
8	7	6	6	100	0	-	0	-	

- **OVERALL SUMMARY OF CORPORATE PLAN PERFORMANCE INDICATORS**

Progress in our KEY PERFORMANCE INDICATORS as at 31st December 2018									
Total no. of PIs	Total no. of PIs reported this Qtr	No. of PIs reported this Qtr with Target	On Target		Not on Target		Within 5% of Target		
			No.	%	No.	%	No.	%	
93	68	53	26	49	19	36	8	15	

Those performance indicators that were 'Not on Target' can be viewed by clicking [here](#).

- **OTHER NATIONAL MEASURES (Section 5e)**

In addition, there are a number of national measures that do not form part of the Council's Corporate Plan. These can be viewed by clicking [here](#). A summary is provided in the table below.

Progress in our KEY PERFORMANCE INDICATORS as at 31st December 2018									
Total no. of PIs	Total no. of PIs reported this Qtr	No. of PIs reported this Qtr with Target	On Target		Not on Target		Within 5% of Target		
			No.	%	No.	%	No.	%	
19	8	8	2	25	2	25	4	50	

- **TARGET SETTING (Section 5f)**

An analysis of 2018/19 targets set compared to previous year's performance and targets, and 'All Wales Average' performance levels, where collected, can be viewed by clicking [here](#).

Education & Inclusion Services Revenue Budget - to 31st December 2018/2019

Revised Budget as at 30th September £'000	Service Area	Virements as at 31st December £'000	Revised Budget as at 31st December £'000	Projected Outturn 31st December £'000	Variance £'000	ISSUES	Reasons for Variances	Management Action Agreed	Responsible Officer
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Delegated Schools

11,216	Middle		11,216	11,216	0				
0	Nursery		0	0	0				
71,632	Primary		71,632	71,632	0				
58,101	Secondary		58,101	58,101	0				
7,870	Special		7,870	7,870	0				
148,819		0	148,819	148,819	0				

Total Individual School Budgets

148,819		0	148,819	148,819	0				
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Education & Inclusion Services

1,244	School Achievement		1,244	1,195	-49				
942	Education Improvement Grant		942	897	-45				
400	Service Transformation & Education Information Systems		400	391	-9				
5,922	Additional Learning Needs		5,922	5,913	-9				
2,119	Education Other than at School		2,119	2,168	49				
616	Attendance and Wellbeing Service		616	615	-1				
5,532	Nursery & Early Years		5,532	5,573	41				
2,111	Group Directorate		2,111	2,076	-35				
129	Music Service		129	163	34				
19,015		0	19,015	18,991	-24				

Education & Inclusion Services Revenue Budget - to 31st December 2018/2019

Revised Budget as at 30th September £'000	Service Area	Virements as at 31st December £'000	Revised Budget as at 31st December £'000	Projected Outturn 31st December £'000	Variance £'000	ISSUES	Reasons for Variances	Management Action Agreed	Responsible Officer
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21st Century Schools

1,452	School Planning & Reorganisation		1,452	1,421	-31				
3,018	Asset Management / Financing		3,018	3,018	0				
3,227	Catering		3,227	3,231	4				
7,697		0	7,697	7,670	-27				

Total Non School Budgets

26,712		0	26,712	26,661	-51				
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Overall Total Budget

175,531		0	175,531	175,480	-51				
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Director of Education & Inclusion Services

Gaynor Davies

Head Of Finance


Stephanie Davies

Education & Inclusion Services - to 31st December 2018/2019

31st December (Period 9) Virements Report

<u>Education & Inclusion Services</u>	Total £'000	Individual School Budgets £'000	Education & Inclusion Services £'000	21st Century Schools £'000
Revised Budget as at 30th September	175,531	148,819	19,015	7,697
Virements proposed to 31st December (Period 9)				
Nil				
Proposed Revised Budget - 31st December (Period 9)	175,531	148,819	19,015	7,697

T/04/18/19 46

 Virements that require approval by the Executive, in accordance with

Section 4.8 of the Council's Financial Procedure Rules

Community & Children's Services Revenue Budget - to 31st December 2018/2019

Revised Budget as at 30th September £'000	Service Area	Virements as at 30th September £'000	Revised Budget as at 31st December £'000	Projected Outturn 31st December £'000	Variance £'000	ISSUES	Reasons For Variances	Management Action Agreed	Responsible Officer
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Adult Services

6,191	Long Term Care & Support	0	6,191	7,114	923	■	Projected overspend is mainly due to staffing costs.	Service area to closely monitor and review the position through to year-end.	Neil Elliot
47,359	Commissioned Services	243	47,602	47,913	311	■	Projected overspend in the main relates to community based care packages due to increases in client numbers and package sizes.	Service area to closely monitor and review the position through to year-end.	Neil Elliot
18,240	Provider Services	0	18,240	18,642	402	■	Projected overspend due to under-achievement of income (lower than budgeted client numbers within Home for the Elderly establishments) and additional staffing costs in Accommodation, partly off-set by underspend in Independent Living & Day Services due to vacant posts.	Service area to closely monitor and review the position through to year-end.	Neil Elliot
8,826	Short Term Intervention Services	0	8,826	9,341	515	■	Projected overspend on Intermediate Care & Re-ablement due to increased demand for services to prevent admissions to hospital or facilitate hospital discharges. Note: An approved earmark reserve is being used to off-set the 'Trading loss' at Vision Products (uPVC).	Service area to closely monitor and review the position through to year-end.	Neil Elliot
-3,546	Fairer Charging	-243	-3,789	-3,467	322	■	Projected overspend is due to lower levels of income expected to be received.	Service area to closely monitor and review the position through to year-end.	Neil Elliot
3,083	Management, Safeguarding & Support Services	0	3,083	3,050	-33				
80,153		0	80,153	82,593	2,440				

Children Services

27,241	Safeguarding & Support (inc. Children Looked After)	0	27,241	27,337	96	■	Projected overspend due to increased costs of Residential Care and Adoption Fees and Allowances offset by reduced costs of Fostering.	Service area to closely monitor and review the position through to year-end.	Ann Batley
4,974	Early Intervention	0	4,974	4,846	-128	■	Projected underspend relates to temporary staffing vacancies.	Service area to closely monitor and review the position through to year-end.	Ann Batley
973	Cwm Taff Youth Offending Service	0	973	900	-73	■	Projected underspend relates to temporary staffing vacancies.	Service area to closely monitor and review the position through to year-end.	Ann Batley
10,768	Intensive Intervention	0	10,768	9,884	-884	■	Projected underspend due to temporary staffing vacancies and reductions in court costs and legal costs.	Service area to closely monitor and review the position through to year-end.	Ann Batley
2,043	Management & Support Services	0	2,043	2,023	-20				
45,999		0	45,999	44,990	-1,009				

Community & Children's Services Revenue Budget - to 31st December 2018/2019

Revised Budget as at 30th September £'000	Service Area	Virements as at 30th September £'000	Revised Budget as at 31st December £'000	Projected Outturn 31st December £'000	Variance £'000	ISSUES	Reasons For Variances	Management Action Agreed	Responsible Officer
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Transformation

726	Regional Training Unit	0	726	689	-37				
768	Group & Transformation Management	0	768	653	-115	■	Projected underspend relates to temporary staffing vacancies	Service area to closely monitor and review the position through to year-end.	Giovanni Isingrini
1,055	Service Improvement	0	1,055	1,108	53	■	Projected overspend is mainly due to staffing costs.	Service area to closely monitor and review the position through to year-end.	Giovanni Isingrini
489	Purchasing & Commissioning	0	489	555	66	■	Projected overspend is mainly due to staffing costs.	Service area to closely monitor and review the position through to year-end.	Giovanni Isingrini
3,038		0	3,038	3,005	-33				

Public Health and Protection

3,919	Public Protection	0	3,919	3,819	-100	■	Projected underspend relates to temporary staffing vacancies and reduction in non pay expenditure	Service area to closely monitor and review the position through to year-end.	Paul Mee
3,359	Community Services	0	3,359	3,366	7				
2,174	Community Wellbeing & Resilience	0	2,174	2,176	2				
8,589	Leisure, Parks & Countryside and Community Facilities	0	8,589	9,041	452	■	Projected overspend primarily in relation to a reduction in income expected to be received plus additional temporary staffing costs.	Service area to closely monitor and review the position through to year-end.	Paul Mee
1,476	Community Housing Services	0	1,476	1,511	35				
523	Commissioning	0	523	493	-30				
264	Group Directorate	0	264	234	-30				
20,304		0	20,304	20,640	336				

149,494		0	149,494	151,228	1,734				
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Group Director

Giovanni Isingrini

Head of Finance

Neil Griffiths

Community & Children's Services Revenue Budget - to 31st December 2018/2019

31st December (Period 9) Virements Report

Community & Children's Services Group	Total £000	Adult Services £000	Children Services £000	Transformation £000	Public Health & Protection £000
Revised Budget as at 30th September	149,494	80,153	45,999	3,038	20,304
Virements proposed to 31st December (Period 9)					
Realignment of Welsh Independent Living Fund Grant - Fairer Charging	-243	-243			
Realignment of Welsh Independent Living Fund Grant - Commissioned Services	243	243			
Proposed Revised Budget - 31st December (Period 9)	149,494	80,153	45,999	3,038	20,304

Virements that require approval by the Executive, in accordance with
 Section 4.8 of the Council's Financial Procedure Rules

Corporate and Frontline Services & Chief Executive's Division Revenue Budget - to 31st December 2018/2019

Revised Budget as at 30th September £'000	Service Area	Virements as at 31st December £'000	Revised Budget as at 31st December £'000	Projected Outturn as at 31st December £'000	Variance £'000	ISSUES	Reasons For Variances	Management Action Agreed	Responsible Officer
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Corporate and Frontline Services

Frontline Services

3,402	Highways Management	0	3,402	3,388	-14				
14,309	Transportation	0	14,309	14,304	-5				
354	Strategic Projects	0	354	321	-33				
3,815	Street Cleansing	0	3,815	3,837	22				
806	Facilities Cleaning	0	806	741	-65	■	Projected underspend in relation to an increase in income expected to be received	Service area to closely monitor and review the position through to year-end	Nigel Wheeler
4,379	Highways Maintenance	0	4,379	4,384	5				
17,195	Waste Services	0	17,195	17,457	262	■	Projected overspend is mainly due to increased costs in relation to Waste Disposal	Service area to closely monitor and review the position through to year-end	Nigel Wheeler
2,130	Fleet Management	0	2,130	2,116	-14				
1,415	Group Directorate	0	1,415	1,395	-20				
47,805		0	47,805	47,943	138				

Corporate Services

5,121	Financial Services	0	5,121	5,040	-81	■	Temporary staffing vacancies	Service area to closely monitor and review the position through to year-end	Barrie Davies
4,001	ICT	0	4,001	4,006	5				
2,194	Customer Care	0	2,194	2,234	40				
4,521	Corporate Estates Management	0	4,521	4,558	37				
153	Group Management	0	153	151	-2				
15,990		0	15,990	15,989	-1				

63,795		0	63,795	63,932	137				
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Corporate and Frontline Services & Chief Executive's Division Revenue Budget - to 31st December 2018/2019

Revised Budget as at 30th September £'000	Service Area	Virements as at 31st December £'000	Revised Budget as at 31st December £'000	Projected Outturn as at 31st December £'000	Variance £'000	ISSUES	Reasons For Variances	Management Action Agreed	Responsible Officer
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Chief Executive's Division

393	Chief Executive	0	393	387	-6				
2,568	Cabinet Office & Public Relations	0	2,568	2,578	10				
3,704	Human Resources	0	3,704	3,743	39				
3,536	Legal & Democratic Services	0	3,536	3,499	-37				
2,329	Regeneration, Planning & Housing	0	2,329	2,350	21				
12,530		0	12,530	12,557	27				

Total Corporate and Frontline Services & Chief Executive's Division

76,325		0	76,325	76,489	164				
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Group Director

Chris Lee

Head of Finance

Martyn Hughes

Corporate and Frontline Services & Chief Executive's Division Revenue Budget - to 31st December 2018/2019

31st December (Period 9) Virements Report

<u>Corporate and Frontline Services Group</u>	Total £'000	Frontline Services £'000	Financial Services £'000	ICT £'000	Customer Care £'000	Corporate Estates Mgt £'000	Group Management £'000
Revised Budget as at 30th September	63,795	47,805	5,121	4,001	2,194	4,521	153
Virements proposed to 31st December (Period 9)							
Nil							
Proposed Revised Budget - 31st December (Period 9)	63,795	47,805	5,121	4,001	2,194	4,521	153

<u>Chief Executive's Division</u>	Total £'000	Chief Executive £'000	Cabinet Office & Public Relations £'000	Human Resources £'000	Legal & Democratic Services £'000	Regeneration, Planning & Housing £'000
Revised Budget as at 30th September	12,530	393	2,568	3,704	3,536	2,329
Virements proposed to 31st December (Period 9)						
Nil						
Proposed Revised Budget - 31st December (Period 9)	12,530	393	2,568	3,704	3,536	2,329

Virements that require approval by the Executive, in accordance with Section 4.8 of the Council's Financial Procedure Rules

Council Wide Revenue Budget - to 31st December 2018/19

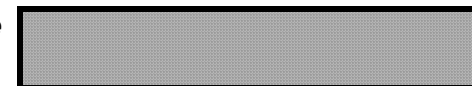
Revised budget as at 30th September £'000	Service Area	Virements as at 31st December £'000	Revised budget as at 31st December £'000	Projected Outturn as at 31st December £'000	Variance £'000	ISSUES	Reasons For Variances	Management Action Agreed	Responsible Officer
19,947	Capital Financing		19,947	19,947	0				
11,790	Levies		11,790	11,824	34				
14,158	Miscellaneous		14,158	14,411	253	■	Projected overspend on authority wide budgets.	Continue to monitor during the year.	Barrie Davies
400	NNDR Relief		400	436	36				
23,780	Council Tax Reduction Scheme		23,780	23,153	-627	■	On-going reduced demand for the Council Tax Reduction Scheme.	Continue to monitor demand during the year.	Barrie Davies
175	MTFP - in Year Budget Reductions - Transition Funding		175	175	0				
70,250		0	70,250	69,946	-304				

Council Wide Budgets - to 31st December 2018/19

31st December (Period 9) Virements Report

<u>Council Wide Budgets</u>	Total
	£'000
Revised Budget as at 30th September	70,250
Virements proposed to 31st December (Period 9)	
Nil	
Proposed Revised Budget - 31st December (Period 9)	70,250

Virements that require approval by the Executive, in accordance with Section 4.8 of the Council's Financial Procedure Rules



Section 2e

At the end of the last financial year (2017/18) there were a number of commitments and proposed projects which had not been completed by 31st March 2018. These have been set up as Earmark Reserves for 2018/19 and shown below is committed expenditure against each Service Area.

Service Area	Revised Earmarked Reserves *	Committed Expenditure as at	Committed Expenditure as at	Committed Expenditure as at	Full Year Expenditure as at
		30 th June 2018	30 th September 2018	31 st December 2018	31 st March 2019
	£M	£M	£M	£M	£M
Prior-Year Commitments:					
Education & Inclusion Services	0.756	1.241	0.756	0.756	
Community & Children's Services	2.406	0.621	0.646	0.662	
Corporate and Frontline Services	3.959	3.592	3.804	3.304	
Chief Executive's Division	1.560	1.560	1.707	1.560	
Authority Wide Budgets	1.029	0.557	0.677	0.730	
Total	9.710	7.571	7.590	7.012	

* The prior year commitment earmark reserve has been adjusted to take account of the re-allocation of funding agreed by Council on 24th October 2018 (£2.247M) to support additional investment in Corporate Plan priority areas.

Scheme	3 Year Capital Programme 2018 - 2021						2018/2019 Actual Spend as at 31st December 2018	Issues	Commentary	Management Action Agreed	Responsible Officer
	2018/2019 Budget as at 30th September 2018	2018/2019 Budget Variance	2018/2019 Budget as at 31st December 2018	2019/2020 Budget	2020/2021 Budget	Total 3 Year Budget					
	£'000	£'000	£'000	£'000	£'000	£'000	£'000				
Regeneration & Planning											
Business Support Grants	338	0	338	250	250	838	182				
Taff Vale Development	19,043	-1,353	17,690	25,183	3,689	46,562	10,445	■	Update Capital Programme in line with latest cost projections	Re-profile budget from 2018/19 into 2019/20	Jane Cook
Regeneration Investment	1,097	473	1,570	1,017	490	3,077	987	■	Increase in total cost of scheme	Introduce Investment Priorities funding to 2018/19 and 2019/20, as detailed in Council report dated 24/10/18.	Jane Cook
Robertstown Development	0	467	467	4,963	0	5,430	319	■	New scheme	Introduce Investment Priorities funding to 2018/19 and 2019/20, as detailed in Council report dated 24/10/18. Also introduce WEFO ERDF grant funding across 2018/19 and 2019/20.	Jane Cook
Coed Ely Development	0	395	395	3,533	0	3,928	171	■	New scheme	Introduce Investment Priorities funding to 2018/19 and 2019/20, as detailed in Council report dated 24/10/18. Also introduce WEFO ERDF grant funding across 2018/19 and 2019/20.	Jane Cook
Vibrant and Viable Places Programme	1,387	-1,387	0	1,387	0	1,387	0	■	Revised timescales for undertaking work	Re-profile budget from 2018/19 into 2019/20	Jane Cook
Total Regeneration & Planning	21,865	-1,405	20,460	36,333	4,429	61,222	12,104				
Private Sector Housing											
Disabled Facilities Grants/Adaptations (DFG)	3,637	406	4,043	4,000	4,000	12,043	2,662	■	Increase in total cost of scheme	Reallocate the Council's own resources within the Capital programme	Jane Cook
Maintenance Repair Assistance (MRA)	500	50	550	500	500	1,550	357	■	Increase in total cost of scheme	Reallocate the Council's own resources within the Capital programme	Jane Cook
Renovation Grants Exceptional Circumstances & Home Improvement Zones	820	-50	770	500	500	1,770	504	■	Decrease in total cost of scheme	Reallocate the Council's own resources within the Capital programme	Jane Cook
Empty Properties Grants Investment	1,545	-45	1,500	700	0	2,200	867				
Affordable Housing	90	0	90	1,244	0	1,334	0				
Community Regeneration	392	0	392	368	368	1,128	186				
Total Private Sector Housing	6,984	361	7,345	7,312	5,368	20,025	4,576				
Cabinet Office & Public Relations											
Buildings	113	0	113	90	20	223	95				
Total Cabinet Office & Public Relations	113	0	113	90	20	223	95				
Cardiff Capital Region City Deal											
Cardiff Capital Region City Deal	0	0	0	0	0	0	0				
Total Cardiff Capital Region City Deal	0	0	0	0	0	0	0				
Group Total	28,962	-1,044	27,918	43,735	9,817	81,470	16,775				

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Corporate and Frontline Services

Section 3b

Scheme	3 Year Capital Programme 2018 - 2021						2018/2019 Actual Spend as at 31st December 2018 £'000	Issues	Commentary	Management Action Agreed	Responsible Officer
	2018/2019 Budget as at 30th September 2018 £'000	2018/2019 Budget Variance £'000	2018/2019 Budget as at 31st December 2018 £'000	2019/2020 Budget £'000	2020/2021 Budget £'000	Total 3 Year Budget £'000					
Corporate Services											
Financial Services											
CIVICA Financials	221	-7	214	207	200	621	158				
Total Financial Services	221	-7	214	207	200	621	158				
Group-wide Hardware/Software											
Capitalisation of Computer HW / SW & Licences	500	0	500	500	500	1,500	0				
Total Group-wide Hardware/Software	500	0	500	500	500	1,500	0				
Corporate Estates											
Major repair/refurbishment and/or rationalisation of Service Group Accommodation	684	378	1,062	150	150	1,362	832	■	Increase in total cost of scheme	Introduce revenue funding into the Capital Programme	Colin Atyeo
Strategic Maintenance	50	0	50	50	50	150	0				
Total Corporate Estates	734	378	1,112	200	200	1,512	832				
Total Corporate Services	1,455	371	1,826	907	900	3,633	990				
Frontline Services											
Highways Technical Services											
Highways Improvements	5,376	0	5,376	5,190	9,190	19,756	4,495				
Car Parks	100	0	100	45	45	190	91				
Structures	5,203	-882	4,321	4,294	350	8,965	3,161	■	Realign budgets in line with service priorities	Reallocate the Council's own resources between 2018/19 and 2019/20 and introduce additional Local Transport Fund grant	Nigel Wheeler
Street Lighting	1,404	0	1,404	250	250	1,904	1,092				
Total Highways Technical Services	12,083	-882	11,201	9,779	9,835	30,815	8,839				

Corporate and Frontline Services

Section 3b

Scheme	3 Year Capital Programme 2018 - 2021						2018/2019 Actual Spend as at 31st December 2018 £'000	Issues	Commentary	Management Action Agreed	Responsible Officer
	2018/2019 Budget as at 30th September 2018 £'000	2018/2019 Budget Variance £'000	2018/2019 Budget as at 31st December 2018 £'000	2019/2020 Budget £'000	2020/2021 Budget £'000	Total 3 Year Budget £'000					
Strategic Projects											
Transport Grant Schemes	6	0	6	0	0	6	6				
WG Local Transport Fund	738	913	1,651	980	0	2,631	114	■	Increase in total cost of scheme	Introduce additional Local Transport Fund grant and also Investment Priorities funding, as detailed in Council report dated 24/10/18.	Nigel Wheeler
WG Local Transport Network Fund	936	84	1,020	2,611	0	3,631	309	■	Increase in total cost of scheme	Introduce additional Local Transport Fund grant and also Investment Priorities funding, as detailed in Council report dated 24/10/18.	Nigel Wheeler
WG Active Travel Fund	550	88	638	0	0	638	105	■	Increase in total cost of scheme	Introduce additional Active Travel Fund grant.	Nigel Wheeler
Safe Routes in Communities	249	-50	199	0	0	199	125	■	Decrease in total cost of scheme	Reallocate the Council's own resources within the Capital Programme	Nigel Wheeler
Transportation Infrastructure	12,469	-2,999	9,470	6,423	25	15,918	4,206	■	Realign budgets in line with service priorities	Introduce additional Local Transport Fund grant and reallocate the Council's own resources within the Capital Programme	Nigel Wheeler
Traffic Management	829	-14	815	160	160	1,135	591				
Drainage Improvements	517	15	532	210	140	882	48				
Land Reclamation	10	1	11	0	0	11	11				
Total Strategic Projects	16,304	-1,962	14,342	10,384	325	25,051	5,515				
Waste Strategy											
Waste Strategy	657	4,705	5,362	5,420	247	11,029	635	■	Increase in total cost of scheme	Introduce revenue funding in relation to the Materials Recovery Facility (as per Cabinet 16/10/18). Also WG Waste & Resource Efficiency grant and Investment Priorities funding, as detailed in Council report dated 24/10/18	Nigel Wheeler
Total Waste Strategy	657	4,705	5,362	5,420	247	11,029	635				
Fleet											
Vehicles	3,304	-421	2,883	5,824	1,743	10,450	953	■	Realign budgets in line with service priorities	Re-profile budget from 2018/19 into 2019/20	Nigel Wheeler
Total Fleet	3,304	-421	2,883	5,824	1,743	10,450	953				
Buildings											
Buildings	180	0	180	100	100	380	65				
Capitalised Equipment	0	0	0	0	0	0	0				
Total Buildings	180	0	180	100	100	380	65				
Total Frontline Services	32,528	1,440	33,968	31,507	12,250	77,725	16,007				
Group Total	33,983	1,811	35,794	32,414	13,150	81,358	16,997				

Group Director
Head of Finance

Chris Lee
Martyn Hughes

Corporate Initiatives

Section 3c

Scheme	3 Year Capital Programme 2018 - 2021						2018/2019 Actual Spend as at 31st December 2018 £'000	Issues	Commentary	Management Action Agreed	Responsible Officer
	2018/2019 Budget as at 30th September 2018 £'000	2018/2019 Budget Variance £'000	2018/2019 Budget as at 31st December 2018 £'000	2019/2020 Budget £'000	2020/2021 Budget £'000	Total 3 Year Budget £'000					
Corporate Initiatives											
Asset Management Planning	50	0	50	50	50	150	4				
Corporate Improvement	174	-75	99	150	75	324	0	■	Revised timescales for undertaking work	Re-profile budget from 2018/19 into 2019/20	Colin Atyeo
Asbestos Management	225	-120	105	320	200	625	41	■	Revised timescales for undertaking work	Re-profile budget from 2018/19 into 2019/20	Colin Atyeo
Asbestos Remediation Works	50	-40	10	90	50	150	5				
Legionella Remediation Works	275	0	275	275	275	825	149				
Legionella Management	230	-100	130	300	200	630	61	■	Revised timescales for undertaking work	Re-profile budget from 2018/19 into 2019/20	Colin Atyeo
Housing & Regeneration	165	-165	0	165	0	165	0	■	Revised timescales for undertaking work	Re-profile budget from 2018/19 into 2019/20	Colin Atyeo
Invest to Save Initiatives	1,533	-474	1,059	371	0	1,430	643	■	Revised timescales for undertaking work	Re-profile budget from 2018/19 into 2019/20	Paul Griffiths
Group Total	2,702	-974	1,728	1,721	850	4,299	903				

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Group Director
Head of Finance

Chris Lee
Martyn Hughes

Education and Inclusion

Section 3d

Scheme	3 Year Capital Programme 2018 - 2021						2018/2019 Actual Spend as at 31st December 2018	Issues	Commentary	Management Action Agreed	Responsible Officer
	2018/2019 Budget as at 30th September 2018	2018/2019 Budget Variance	2018/2019 Budget as at 31st December 2018	2019/2020 Budget	2020/2021 Budget	Total 3 Year Budget					
	£'000	£'000	£'000	£'000	£'000	£'000	£'000				
Schools											
Aberdare School & Sports Centre	1,100	369	1,469	51	0	1,520	1,008	■	Increase in total cost of scheme	Reallocate the Council's own resources and introduce Revenue funding into the Capital Programme	Chris Bradshaw
Y Pant Comprehensive School	1,187	-8	1,179	8	0	1,187	807				
School Modernisation Rhondda and Tonyrefail	35,388	4,265	39,653	9,948	243	49,844	29,771	■	Increase in total cost of scheme	Reallocate and realign the Council's own existing resources within the Capital Programme	Chris Bradshaw
School Modernisation	145	-113	32	3,004	146	3,182	8	■	Revised timescales for undertaking work	Re-profile budget from 2018/19 into 2019/20	Chris Bradshaw
Cwmaman Community Primary School	2,552	-25	2,527	137	0	2,664	1,789				
Flynnon Taf Primary Extension	0	0	0	995	0	995	0				
Reducing Infant Class Sizes	0	0	0	1,600	0	1,600	0				
SRIC - School Modernisation Programme	586	5	591	0	0	591	0				
WG Welsh Medium Capital Grant	0	0	0	3,570	0	3,570	0				
Total	40,958	4,493	45,451	19,313	389	65,153	33,383				
Other											
Schools Challenge Cymru	0	3	3	0	0	3	2				
Total	0	3	3	0	0	3	2				
Supplementary Capital Programme											
Planned Kitchen Refurbishments	1,290	22	1,312	200	200	1,712	868				
Window & Door Replacements	173	0	173	150	150	473	121				
Essential Works	919	5	924	400	400	1,724	713				
Capitalisation of Computer HW / SW & Licences	243	-6	237	256	250	743	237				
Roof Renewal	1,161	62	1,223	700	700	2,623	865	■	Increase in total cost of scheme	Introduce Revenue funding into the Capital Programme	Chris Bradshaw
Boiler Replacement	264	0	264	250	250	764	216				
Equalities Act/Compliance Works	197	0	197	225	225	647	21				
E&LL Condition Surveys	152	0	152	75	75	302	0				
Electrical Rewiring	347	0	347	200	200	747	231				
Asbestos Remediation Work	1,250	-1,112	138	2,300	1,900	4,338	11	■	Revised timescales for undertaking work	Re-profile budget from 2018/19 into 2019/20	Chris Bradshaw
Fire Alarm Upgrades	122	0	122	100	100	322	17				
Toilet Refurbishments	336	0	336	350	350	1,036	242				
Schools Investment Programme	3,061	1131	4,192	80	0	4,272	1,557	■	Realign budgets in line with service priorities	Reallocate the Council's own resources within the Capital Programme	Chris Bradshaw
Improvements to Schools	100	0	100	100	100	300	0				
Capitalisation of Other Education Expenditure	0	0	0	0	0	0	0				
Total	9,615	102	9,717	5,386	4,900	20,003	5,099				
Group Total	50,573	4,598	55,171	24,699	5,289	85,159	38,484				

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Director of Education and Inclusion Services
Head of Finance

Gaynor Davies
Stephanie Davies

Community and Children's Services

Section 3e

Scheme	3 Year Capital Programme 2018 - 2021						2018/2019 Actual Spend as at 31st December 2018 £'000	Issues	Commentary	Management Action Agreed	Responsible Officer
	2018/2019 Budget as at 30th September 2018 £'000	2018/2019 Budget Variance £'000	2018/2019 Budget as at 31st December 2018 £'000	2019/2020 Budget £'000	2020/2021 Budget £'000	Total 3 Year Budget £'000					
Direct Services & Business											
General Programme											
Modernisation Programme (Adults)	3,984	-2,829	1,155	5,084	255	6,494	112	■	Revised timescales for undertaking work	Re-profile budget from 2018/19 into 2019/20 and introduce Investment Priorities funding to 2019/20, as detailed in Council report dated 24/10/18.	Neil Elliott
Modernisation Programme (Childrens)	948	-34	914	50	50	1,014	35				
Asbestos Remediation	45	0	45	45	45	135	5				
Telecare Equipment (Inc of Carelink Equipment)	236	-88	148	288	200	636	41	■	Revised timescales for undertaking work	Re-profile budget from 2018/19 into 2019/20	Neil Elliott
Capitalisation of Computer HW / SW/Licences & Equipment	0	0	0	0	0	0	0				
Total Direct Services & Business	5,213	-2,951	2,262	5,467	550	8,279	193				
Public Health & Protection											
Pressure Centre Refurbishment Programme	1,930	254	2,184	90	90	2,364	2,035	■	Increase in total cost of scheme	Introduce Revenue funding into the Capital Programme	Dave Batten
Parks & Countryside	1,044	187	1,231	200	110	1,541	703	■	Increase in total cost of scheme	Re-profile budget from 2018/19 into 2019/20 and introduce Investment Priorities funding to 2019/20, as detailed in Council report dated 24/10/18.	Dave Batten
Rhondda Heritage Park	2	0	2	0	0	2	2				
Play Areas	1,031	-1	1,030	52	50	1,132	811				
Cemeteries Planned Programme	277	-5	272	155	135	562	92				
Community Safety Initiatives	146	-46	100	121	75	296	0				
Libraries	137	0	137	0	0	137	1				
Community Hubs	969	-500	469	750	0	1,219	22	■	Realign budgets in line with service priorities	Re-profile budget from 2018/19 into 2019/20 and introduce Investment Priorities funding to 2019/20, as detailed in Council report dated 24/10/18.	Paul Mee
Buildings(Formerly ESG)	193	-193	0	283	90	373	0	■	Realign budgets in line with service priorities	Re-profile budget from 2018/19 into 2019/20	Paul Mee
Total Public Health & Protection	5,729	-304	5,425	1,651	550	7,626	3,666				
Group Total	10,942	-3,255	7,687	7,118	1,100	15,905	3,859				

Group Director
Head of Finance

Giovanni Isingrini
Neil Griffiths

Capital Programme from 1st April 2018 to 31st March 2021

Group	2018/19	2019/20	2020/21	Total
	£M	£M	£M	£M
Chief Executive	27.918	43.735	9.817	81.470
Corporate and Frontline Services	35.794	32.414	13.150	81.358
Corporate Initiatives	1.728	1.721	0.850	4.299
Education and Inclusion Services	55.171	24.699	5.289	85.159
Community and Children's Services	7.687	7.118	1.100	15.905
Total	128.298	109.687	30.206	268.191

Estimated Resources Required to Fund Capital Programme

Supported Borrowing	6.972	6.972	6.972	20.916
Unsupported Borrowing	39.551	37.047	11.932	88.530
Local Government Borrowing Initiative (21st Century Schools)	3.248	0.000	0.000	3.248
Total	49.771	44.019	18.904	112.694

Capital Grants

General Capital Grant	4.242	4.242	4.242	12.726
21st Century Schools	7.757			7.757
Welsh Government (WG) Building For The Future ERDF Programme	5.305	3.561		8.866
WEFO ERDF Modern Industrial Units Developments	0.565	4.593		5.158
WG Local Transport Fund	4.742			4.742
WG Active Travel Fund	0.543			0.543
WG Local Transport Network Fund	0.250			0.250
WG Safe Routes In The Community	0.165			0.165
WG Road Safety Grant	0.394			0.394
WG Eco Park Development	0.065			0.065
WG Museums, Archives & Libraries Division	0.120			0.120
WG Welsh Medium Capital Grant		3.570		3.570
Drainage Improvement Grants	0.224			0.224
WG Reducing Infant Class Sizes		1.600		1.600
WG Waste Textiles Reprocessing Grant	0.109			0.109
WG Waste & Resource Efficiency	0.120			0.120
WG Flying Start Grant	0.864			0.864
WG ENABLE	0.317			0.317
Grantscape Windfarm Community Benefit Fund	0.062			0.062
Heritage Lottery Grant	0.045	0.015		0.060
WG Land Reclamation Schemes	0.011			0.011
Total	25.900	17.581	4.242	47.723

Third Party Contributions	1.186	5.652	0.247	7.085
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Council Resources

Revenue Contributions	38.595	30.616	2.093	71.304
General Fund Capital Receipts	12.846	11.819	4.720	29.385
Total	51.441	42.435	6.813	100.689

Total Resources Required to Fund Capital Programme	128.298	109.687	30.206	268.191
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Difference Total Spend to Total Resources	0.000	0.000	0.000	0.000
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Section 3g

Prudential Indicators 2018/19 (as at 31st December 2018)

Indicator	2018/19 Actual as at 31st Dec £'000	2018/19 Outturn as at 31st Dec £'000	2018/19 Estimate / Limit £'000	Comments
Indicator : Limits to Borrowing Activity (Net Borrowing)				
Gross Borrowing	316,704	339,204	359,632	Gross borrowing should not exceed the Council's Capital Financing requirement.
Capital Financing Requirement	473,838	473,838	484,788	
Indicator : The Authorised Limit				
Gross Borrowing	316,197	338,697	500,000	The limit beyond which borrowing is prohibited.
Other long term liabilities	507	507	2,000	
Indicator : The Operational Boundary				
Gross Borrowing	316,197	338,697 *	325,000	This indicator acts as a warning signal to protect the authorised limit.
Other long term liabilities	507	507	1,000	
Indicator : Interest Rate Exposure				
Borrowing				
Limits on fixed interest rates	74%	69%	45% - 100%	
Limits on variable interest rates	26%	31%	0% -55%	
Investments				
Limits on fixed interest rates **	0%	0%	0% - 25%	
Limits on variable interest rates	100%	100%	75% - 100%	

Indicator	2018/19 Actual as at 31st Dec	2018/19 Outturn as at 31st Dec	2018/19 Estimate / Limit	Comments
Net Borrowing				
Limits on fixed interest rates	78%	70%	45% - 125%	
Limits on variable interest rates	22%	30%	-25% - 55%	
Indicator : Maturity Structure				
Under 12 months	14%	14%	0% - 70%	These limits protect the Council from being exposed to large fixed rate loans becoming repayable and due for refinancing within similar timescales.
12 months to 2 years	1%	1%	0% - 70%	
2 years to 5 years	4%	4%	0% - 60%	
5 years to 10 years	9%	9%	0% - 70%	
10 years to 20 years	3%	3%	0% - 90%	
20 Year to 30 years	0%	0%	0% - 90%	
30 years to 40 years	69%	69%	0% - 90%	
40 years to 50 years	0%	0%	0% - 90%	
Indicator : Total principal funds invested				
Maximum invested over 1 yr	£5 million	£5 million	£25 million	To ensure that day to day cash-flow requirements are not compromised by investing for long periods.

* Operational Boundary – the Operational Boundary has been exceeded as at 31st December 2018. The operational boundary was set at the start of the year based on the probable external debt during the course of the year and actual borrowing can vary around this boundary for short period of times during the year. Whilst at 31st December 2018 the gross debt is above the estimated operational limit, it is still well below the authorised limit of maximum borrowing

**LOBOs treated as fixed rate debt within interest rate exposure.

Summary of Council Sickness Absence by Group and Service Area

QUARTER 3 2018/19	% Total	% <28 Days	% >28 Days	Staff Turnover
COUNCIL WIDE (Headcount 10,581)	4.18	0.98	3.20	10.47% 1108
COMMUNITY & CHILDREN'S SERVICES (Headcount 2,968)	5.28	1.10	4.18	4.89% 145
CORPORATE & FRONTLINE SERVICES (Headcount 1,277)	4.58	0.98	3.60	3.99% 51
EDUCATION & INCLUSION SERVICES (Headcount 1,247)	4.47	0.95	3.52	13.31% 166
SCHOOLS (Headcount 4,799)	3.41	0.92	2.49	15.13% 726
CHIEF EXECUTIVE'S DIVISION (Headcount 290)	2.51	0.68	1.83	6.90% 20

COMMUNITY & CHILDREN'S SERVICES	% Total	% <28 Days	% >28 Days	Staff Turnover
Total (Headcount 2,968)	5.28	1.10	4.18	4.89% 145
Accommodation Services (Headcount 503)	6.99	1.24	5.75	4.77% 24
Adult Direct Services (and Group Director) (Headcount 231)	6.19	1.21	4.98	4.33% 10
Adult Short Term Intervention (Headcount 492)	6.65	1.46	5.19	4.88% 24
Adult Social Work Services (Headcount 157)	7.69	1.40	6.29	2.55% 4
Business Support Adults (Headcount 48)	3.35	1.01	2.34	8.33% 4
Children's Services¹ (Headcount 612)	5.26	1.07	4.19	6.78% 41
Public Health & Protection & Community Services (Headcount 847)	3.29	0.81	2.48	4.01% 34
Safeguarding (Headcount 13)	0.80	0.80	0.00	0.00% 0
Transformation (Headcount 65)	1.98	0.72	1.26	6.15% 4

¹ Includes Children's Commissioning Consortium Cymru (Headcount 7)

CORPORATE & FRONTLINE SERVICES	% Total	% <28 Days	% >28 Days	Staff Turnover
Total (Headcount 1,277)	4.58	0.98	3.60	3.99% 51
Corporate Estates & Procurement (Headcount 109)	3.91	0.63	3.28	2.75% 3
Customer Care (Headcount 88)	5.53	1.32	4.21	3.41% 3
Financial Services (and Group Director) (Headcount 237)	2.67	1.02	1.65	5.49% 13
Highways & Streetcare (Headcount 762)	5.41	1.01	4.40	3.94% 30
ICT (Headcount 81)	2.25	0.64	1.61	2.47% 2

EDUCATION & INCLUSION SERVICES	% Total	% <28 Days	% >28 Days	Staff Turnover
Total (Headcount 1,247)	4.47	0.95	3.52	13.31% 166
Education & Inclusion Services (Headcount 230)	4.16	0.92	3.24	11.30% 26
21st Century Schools (Headcount 1,017)	4.53	0.95	3.58	13.77% 140

SCHOOLS	% Total	% <28 Days	% >28 Days	Staff Turnover
Total (Headcount 4,799)	3.41	0.92	2.49	15.13% 726
Primary Schools (Headcount 3,132)	3.47	0.84	2.63	12.07% 378
Secondary Schools (Headcount 1,667)	3.30	1.08	2.22	20.88% 348

CHIEF EXECUTIVE'S DIVISION	% Total	% <28 Days	% >28 Days	Staff Turnover
Total (Headcount 290)	2.51	0.68	1.83	6.90% 20
Cabinet Office & Public Relations (and Chief Executive) (Headcount 40)	1.05	0.32	0.73	5.26% 2
Human Resources (Headcount 109)	1.18	0.77	0.41	4.59% 5
Legal & Democratic Services (Headcount 45)	2.54	0.64	1.90	8.89% 4
Regeneration & Planning (Headcount 96)	4.63	0.76	3.87	9.38% 9

STRATEGIC RISK REGISTER UP DATE

Strategic Risk Register Reference	COUNCIL PRIORITY	RESPONSIBLE OFFICER	QTR 2 RISK DESCRIPTION	CONTROLS & ACTIONS	ORIGINAL RISK RATING 2017/18			Risk Rating QTR 2 2018/19			Risk Rating QTR 3 2018/19			QTR 3 UPDATE 2018/19
					I	L	RATING	I	L	RATING	I	L	RATING	
1	LIVING WITHIN OUR MEANS	Chris Lee	Future financial settlements from the Welsh Government are forecast to reduce, if the Council does not ensure that the investment and financial planning decisions are aimed at long term stability and sustainability, it will be unable to deliver effective services to residents and businesses within the County Borough.	CONTROLS <ul style="list-style-type: none"> Decision making arrangements need to demonstrate links with the Council's Corporate Plan priorities (that are themselves aligned to the Well-being of Future Generations Act); Investment and financial planning decisions are subject to Cabinet approval and where appropriate pre-scrutiny; and A requirement for the Council to forecast its revenue budget over the medium term and set a rolling three year Capital Programme. ACTIONS <ul style="list-style-type: none"> Budget holders and Finance / Performance officers working together to ensure: <ul style="list-style-type: none"> Robust and deliverable annual revenue budgets and 3 year capital programme are set taking into account Corporate Plan priorities. In year operational performance results are in line with targets and the agreed capital / revenue resources and additional investment funding approved. The Council's year-end Statement of Accounts (SoA) receive an unqualified opinion (i.e. clean bill of health) and General Balances are at an appropriate level as determined by the Responsible Finance Office i.e. a minimum of £10M. The public reporting of financial and operational performance information during the year to enable results to be scrutinised and designated elected members and officers held to account; and Applying a medium term financial planning approach to service planning to enable the Council to effectively plan future service delivery in line with expected resources available 	5	4	20	5	3	15	5	3	15	ORIGINAL RISK RATING 5*4=20 The 2018/19 Quarter 3 Performance Report is reporting pressures within the Council's revenue budget, particularly within Adult Services of the Community and Children's Services Group (and is reflective of increasing demand on a number of services within this area). The overall (Council wide) projected revenue position is £0.403M overspent at quarter 3, and whilst an improving position compared to Quarter 2 where the projected position was £1.286M overspent, a key factor supporting this improving picture is the provision of additional one-off funding from Welsh Govt in recognition of the significant pressures the social care sector are facing and Welsh Govt's aim to support sustainable social services across Wales. During the third quarter, the Council received its provisional (on 9/10/18) and final Local Government Settlement for 2019/20 (on 19/12/18) and undertook a comprehensive budget consultation exercise on the 2019/20 revenue budget, including council tax (the consultation period started on 5/11/18 and ended on 17/12/18). This information, together with the final Local Government Settlement and updated budget requirements, will be taken into account as part of the Senior Leadership Team formulating a proposed 2018/19 Budget Strategy for Cabinet's consideration. This work will be completed in quarter 4. As part of planning for the future, the Council undertook an assessment of its earmark reserves, the outcome of which was the release of £11.550M to invest in priority areas and also the utilisation of £0.800M base budget to enable £12M of Prudential Borrowing to support on-going investment in highways. This package of investment was approved by Council on 24th October 2018. This forward looking approach is in line with the Council's Medium Term Financial Planning arrangements, where work is continuing to plan and invest for the future in the five areas of: digitisation; early intervention and prevention; commercialisation; independence; and efficient and effective. In parallel with this, work progressed to plan for the reconfiguration of the Council's mobile library service and day nursery provision. No change to the risk rating.
2	PEOPLE	Ann Batley	If the key service modernisation priorities for Children's Services (CIN, CPR & CLA) are not managed effectively then the ability of the Council to effectively support vulnerable children and families and meet the requirements of the Social Services & Wellbeing (Wales) Act may be compromised.	CONTROLS <ul style="list-style-type: none"> C&S – monitored through Children Services Management Team on a quarterly bases. CP: Monitored through the Cwm Taf Safeguarding Quality Assurance Group that reports to the Safeguarding Board on a quarterly bases. CLA: Monitored through the CLA Strategic Group and CLA Quality Assurance Group that meets monthly. ACTIONS <ul style="list-style-type: none"> CLA - plan in place to continue to work to reducing CLA. This covers close monitoring of those who come into the system and those who need to leave the system. This includes 	5	3	15	5	3	15	3	5	15	ORIGINAL RISK RATING: 5x3=15 The number of CLA has reduced this quarter to 679. Although the reduction is favourable it again shows the continual fluctuation over the quarters in the numbers. Children looked after continue to be a priority and the position is monitored monthly through the Children Looked After Quality Assurance meetings. The work of Resilient Families continues to increase: over 1,500 families being worked with between January 2018 to 31st December 2018 (this highlights the need that vulnerable families have for earlier services - of a preventative nature) and 359 cases have been stepped down from Statutory Services to Resilient Families with only 153 being stepped up. This again is going in the right direction but due to the numbers is having very little impact on the statutory services demand at present. It is anticipated that this will not change in the near future. There continues to be a strategic risk due to the unpredictability of this service group and therefore the strategic risk rating should not be changed at this stage.
3	PEOPLE	Neil Elliott	The changing demographics and potential increase in demand to social services may impact on the ability of the Council to safeguard its vulnerable adults and keep citizens independent for longer. If we do not modernise services (working with partners including Health and Third Sector) in line with the SS@WB Act this may result in inappropriate care and support and increased costs of providing services.	CONTROLS <p>The multi-agency Transformational Leadership and Strategic Partnership groups are now in place reporting to the Cwm Taff Social Services & Wellbeing Board and Cwm Taff Public Service Board to maximise integration opportunities across the region.</p> ACTIONS <ul style="list-style-type: none"> Stay well @ Home Service in place Statement of Intent for Older People's Services Population needs assessments Adult Services Improvement/development plans being developed with partners focusing on early intervention, prevention and support. 	5	3	15	5	3	15	5	3	15	ORIGINAL RISK RATING: 5x3=15 We continue to see an increase in number of people in receipt of care and support with higher levels of frailty, complex needs and lifelong illness, which is placing pressure across the health and social care systems. Reablement continues to be a priority and through multi-agency intervention the majority of individuals are supported to live independently with no or reduced ongoing care and support from Adult Social Care. The Stay Well @ Home service along with plans for the development of phase 2 and enhancements in assistive technology (through the integrated Cwm Taf Safe Well in the Community Transitional Bid) will further enhance our system wide approaches to early interventions and prevention. There is an increasing demand for home care as we aim to support more people to live at home rather than in care home settings and therefore securing the right capacity in some areas at "peak call" times (as is the case in the rest of Wales) and certain geographical areas as providers struggle to recruit staff in these areas remains a challenge (although this is being managed across care providers to minimise impact on delays awaiting commencement of care packages). We are continuing to work with home care providers to build capacity and resilience to improve the stability of the market and ensure we can meet demand and ensure good quality care to all individuals at all times. Support in the short term is provided by the local authority 'Holding' Service as a short term measure if there is a lack of capacity in the independent sector. Recruitment and retention issues in the care profession are higher than average. We are continuing to work with regional partners to develop a major workforce development programme for the care sector 'to promote positively the opportunity to work in care, linked to career pathways and fair terms and conditions'. In November 2018, Cabinet Members agreed to consult on transformational options for the Local Authority's care provision – and proposals put forward outlined options to substantially invest in and modernise residential and day care services to better meet the needs of the County Borough's older residents. The consultation period will begin on Monday, January 14, and run for 12 weeks. No change to the risk rating.
4	ECONOMY	Chris Bradshaw	If projects are not delivered on time and/or on budget then this could impede the delivery and intended (positive) impact of the 21st Century Schools Programme within the Council.	CONTROLS <ul style="list-style-type: none"> A designated project board is in place that oversees the delivery of the Council's 21st Century programme. Regular updates are reported to the Welsh Government. Individual projects are managed using PRINCE2 methodology. ACTIONS <ul style="list-style-type: none"> Submission and approval of all business cases within Band A of the 21st Century Schools Programme. Seek planning approval for all projects under the Rhondda and Tonyrefail Programme. Building works commenced on site for all projects under the Rhondda and Tonyrefail Programme. Complete building works on extended Y Pant Comprehensive School 	5	3	15	4	2	8	4	2	8	ORIGINAL RISK RATING 5x3=15 Cymmer Primary and YGG Tonyrefail were completed during Qtr 3 in accordance with the agreed programme. Despite good progress being achieved at Tonyrefail 3-19 school, the agreed handover date for the main school is due at the end of Qtr 4 and we still have to work through one more winter. Treorchy Comprehensive School has suffered a delay to the refurbishment element of the project due to unforeseen site circumstances relating to concrete floors, roof and drainage - this element of the project will be delayed until early 2020. Due to the two main issues identified above, the impact of the risk should remain at 4 to reflect potential cost increases as a result of prolongation and the unforeseen works. Costs are being challenged/managed/mitigated by the project teams wherever possible. Liaison is ongoing with finance colleagues to identify funding but we are still awaiting feedback from Welsh Government on the potential of additional 21C schools funding.

STRATEGIC RISK REGISTER UP DATE

Strategic Risk Register Reference	COUNCIL PRIORITY	RESPONSIBLE OFFICER	QTR 2 RISK DESCRIPTION	CONTROLS & ACTIONS	ORIGINAL RISK RATING 2017/18			Risk Rating QTR 2 2018/19			Risk Rating QTR 3 2018/19			QTR 3 UPDATE 2018/19
					I	L	RATING	I	L	RATING	I	L	RATING	
6	LIVING WITHIN OUR MEANS	Chris Lee	If the Council does not manage its information assets in accordance with requirements set down within legislation then it may be faced with financial penalties and possible sanctions that hinder service delivery.	<p>CONTROLS</p> <ul style="list-style-type: none"> Governance Structures are in place and the Council has a designated SIRO. Policies and Procedures are in place. Designated team in place that provides on-going training and also undertake investigations that involve potential breaches. External Reviews & Accreditation e.g. PSN, PCI, WAO. <p>ACTIONS</p> <ul style="list-style-type: none"> GDPR gap analysis to be completed in readiness for May 2018. Continue to review technology measures and update as necessary. Continue to investigate and report potential events/incidents. Continue with external reviews and attain accreditations for PSN/PCI. Deliver risk-based training / regular communication, face to face and via e-learning, staffing bulletins, global emails. 	4	3	12	5	2	10	5	2	10	<p>ORIGINAL RISK RATING 4x3=12</p> <p>Significant work has been undertaken by the Information Management Team during the quarter to strengthen GDPR compliance, minimise the risk of personal data breaches and enforcement action by the Information Commissioner.</p> <p>Key deliverables of the GDPR Implementation Plan and ICT Service Delivery Plan include:</p> <ul style="list-style-type: none"> Revised Information Management structure approved by the Information Management Board - ensuring that the Council has effective and sufficient resources in place to be able to meet the key GDPR legislative and other data protection legislation, ensuring continued on-going compliance. Successfully gaining annual PSN accreditation. Work has commenced on the Cyber Essential Plus accreditation process that is mandated on all local authorities by Welsh Government. <p>Further development of service privacy notices and the Council's Data Protection Register – over 127 entries in the register now identified and signed-off and 80 privacy notices published.</p> <ul style="list-style-type: none"> Significant progress has been made in reviewing data capture forms ensuring that the lawful basis for processing aligns with that identified in the DPR entry / service privacy notice GDPR contract variations issued in respect of 665 contracts. GDPR awareness training provided to Elected Members. <p>In addition, the Team has continued to efficiently and effectively deal with day to day responsibilities of the Information Management Service with no significant issues identified.</p> <p>No changes to the risk rating at this stage.</p>
11	ECONOMY	Jane Cook	If projects aimed at regenerating the local communities through the Council's investment programme are not planned, procured and managed effectively by the Council, then delivery could be severely compromised and the benefits lost.	<p>CONTROLS and ACTIONS</p> <p>Robust service delivery arrangements and governance structures are in place to ensure the successful delivery of key strategic regenerations projects. This includes:</p> <ul style="list-style-type: none"> Developing effective business cases for individual projects to ensure they are viable and cost effective. Involving stakeholders to support the delivery of key interventions from across the Council, other public Bodies, Welsh Government and the private sector. Establishing project boards responsible for overseeing the delivery of individual projects. A Project Protocol which is made available for project development and implementation that identifies the mechanisms needed to structure successful project delivery. 	4	3	12	4	3	12	4	3	12	<p>ORIGINAL RISK RATING 4x3=12</p> <p>Good progress continues to be made in delivering/co-ordinating the Council's economic and investment programme. This includes the redevelopment of Taff Vale, which remains on programme and due to be completed in April 2020. In terms of the development of the light industrial units at Coedely and Robertstown, the Coedely development remains on programme with tenders due back on the 18th January, however key milestones set out in the project programme for Robertstown have been extended to incorporate further work required on flood modelling to comply with Natural Resource Wales requirements, which may result in delaying the completion date of the development. All projects and programmes have established robust service delivery arrangements and governance structures, which is ensuring the successful management of these schemes. No changes to the risk ratings at this stage.</p>
13	PEOPLE	Paul Mee	If the resources the Council has available are reduced or not targeted in a coherent way that meets need, then the ability to tackle the root causes of poverty and help build sustainable and resilient communities through an early intervention and preventative approach may be compromised thereby creating greater pressure on statutory services.	<p>CONTROLS</p> <p>The following controls have been put in place to manage risk:</p> <ul style="list-style-type: none"> Delegated team in place to manage risk. Regular monitoring of tackling poverty grants to ensure compliance, impact and value for money. Regular meetings with Welsh Government as part of the Building Resilient Communities national work programme. Liaising with Cabinet Members to provide regular updates. <p>ACTIONS</p> <p>To develop and deliver services that focus on building more involved and resilient communities to tackle poverty and promote well-being. This includes:</p> <ul style="list-style-type: none"> Implementing the recommendations following a review into all Families First Commissioned 	5	2	10	4	3	12	4	3	12	<p>ORIGINAL RISK RATING 5x2=10</p> <p>Indicative 2019/20 allocation received from Welsh Government for both the Children & Communities Grant and Housing Support Grant. Total funding remaining at same levels. Guidance received and delivery plan in preparation during quarter 4. This gives some certainty around funding levels for 2019/20 and the new grant arrangements will allow a more strategic and joined up approach together with more streamlined reporting arrangements. There remains some risk around the degree of flexibility that will be allowed and the potential to fully realise the benefits of a more integrated approach. The roll out of Universal Credit has commenced from November 2018 with any new applicants being required to make their benefit claim online. The Council has provided additional support through its Libraries and Communities for Work staff who have been assisting applicants, particularly through digital support. The full impact of Universal Credit remains to be realised. Given the ongoing roll out of Universal Credit and the need to develop delivery plans for the new grants in quarter 4, no change is proposed to the risk rating.</p>
14	ECONOMY	Gaynor Davies	REVISED RISK FOR QTR 2 2018/19: More comprehensive schools than ever are facing a financial deficit as they seek to maintain sixth form provision with falling pupil numbers and funding. This could have an adverse impact on KS3 & 4 provision. If schools reduce teaching capacity to help deliver the savings required to manage deficits, then the ability to deliver positive educational outcomes at KS 3 & 4 may be compromised in the medium to longer term.	<p>CONTROLS</p> <ul style="list-style-type: none"> Open communication with Headteachers. Support available from key officers from within the Council. <p>ACTIONS</p> <ul style="list-style-type: none"> Liaise with all Headteachers to communicate the financial pressures that the Council is under and re-iterate their involvement in aiming to realise more efficient working practices. Work with Schools in order to identify possible areas to increase efficiency. 	N/A	N/A	N/A	4	3	12	4	3	12	<p>ORIGINAL RISK RATING 4x3=12</p> <p>Continued budgetary pressures are evident in many of our secondary schools, and in line with the Council's school deficit protocol, five comprehensive schools have budget recovery plans in place in order to rectify this situation within the next 3/4 years. A number of schools have unviable 6th forms due to diminishing pupil numbers and poor retention rates of learners at post 16. These schools will have to review the curriculum offer available at post 16 to address budget pressures. The necessary staffing reduction will inevitably impact on the breadth of curriculum offer available at post 16, which in turn will impact on pupil numbers and the associated funding available to schools. Outcomes have shown progress over 17/18 but there continues to be concern in relation to fsm outcomes, at a local and national level.</p>
15	PLACE	Nigel Wheeler	The Council has a comprehensive highways infrastructure that relies on many significant structures such as bridges and retaining walls to ensure constant traffic movement. Many of these structures are of a considerable age and the risk of potential failure, which results in road closures, is significant. If unforeseen road closures occur then these can have a major impact on local communities and the local economy.	<p>CONTROLS</p> <ul style="list-style-type: none"> Routine monitoring of the entire highways network. Regular reports to SLT & Cabinet. We have appointed a dditional staff; this means we have appropriate in-house capability to manage this complex and significant asset. <p>ACTIONS</p> <ul style="list-style-type: none"> Invest additional monies in road, highways infrastructure and pavement networks over the next four years, on top of the previous investment since 2011. Provide an up date on the impact of key investment projects in 2016/17/18 through the investment programme Provide an up date to Scrutiny Committee on delivery of the Highways / Transportation infrastructure investment programme. 	4	2	8	4	2	8	4	2	8	<p>ORIGINAL RISK RATING 4x2=8</p> <p>The Council has a comprehensive highways infrastructure programme where major investment has been made over the last number of years and continues to be made. For us to mitigate the risk, this investment needs to be maintained otherwise the network will decline. Major investment is being made to both the highway network and the highway structures, and further investment is being made to the Parks infrastructure to improve this area. From the benchmarking work against other Councils, it is evident that highways investment has made a significant difference to condition of the network. No change to risk rating.</p>
18	LIVING WITHIN OUR MEANS	Chris Bradshaw	If the Council does not develop and invest in its staff, transforming the way it delivers its services to meet future demographic and financial pressures will be more difficult. It will also have an adverse impact on the retention and recruitment of staff.	<p>CONTROLS</p> <ul style="list-style-type: none"> Workforce planning arrangements are in place that aim to identify possible gaps now and in the future. Staff consultation and communication. <p>ACTIONS</p> <ul style="list-style-type: none"> Continue with the apprenticeship and graduate schemes and ensure that placements are focussed on areas where workforce planning issues may become apparent in the future. Review training that is available to staff and ensure that it is suitable. 	N/A	N/A	N/A	4	3	12	4	3	12	<p>ORIGINAL RISK RATING 4x3=12</p> <p>A training compendium has been produced and is refreshed quarterly. The compendium brings together all the training available within the Council to enable staff to access relevant training.</p> <p>The performance review process for GR11 and above has rolled out and training needs are being collated as a result of this process. Training trends will be then be highlighted to SLT with recommendations on how to address the needs identified.</p> <p>Staff consultation has continued with a survey looking at service improvements and the application of specific policies. The results of which will be reported back in quarter 4. No change to risk rating.</p>

STRATEGIC RISK REGISTER UP DATE

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					I	L	RATING	I	L	RATING	I	L	RATING	
19	LIVING WITHIN OUR MEANS	Roseann Edwards	If the Council's agenda for modernising its on-line customer service provision is not supported by a programme of up-skilling citizens and re-designing its internal processes then citizens could be indirectly excluded and they may also receive an inefficient service.	<p>CONTROLS</p> <ul style="list-style-type: none"> A designated team with relevant experience and expertise that is specifically tasked with service re-design. A proven track record of re-designing processes to ensure that they meet the customer's expectations as well as feeding back-office functions effectively and efficiently. A good understanding of where gaps currently are in respect of how services can be transformed to meet a customer expectation which is fed by planned consultation with stakeholders. A wide range of on-line services are simple to use. Social Media platforms in place to signpost to online services and encourage take-up. A Digital Strategy that is focused on improved back-office efficient practices whilst at the same time aims to deliver modern on-line experiences for customers. <p>ACTIONS</p> <ul style="list-style-type: none"> Consult and engage with service users to inform future service design. Quarterly consultation of existing customers across all customer channels to understand satisfaction and resolution of enquiries. Understand service users, what they are trying to do and how they prefer to do it. Identifying problems service users are having and re-design service accordingly. Develop an excellent user experience, making things easier through better design of our services and minimal processing. 	N/A	N/A	N/A	4	3	12	3	3	9	<p>ORIGINAL RISK RATING 4x3=12</p> <p>The range and take up of online services continues to expand. This includes the redesign of the process to be suitable for on line take up and to streamline the process/reduce re-work at the same time. Recent examples include Taxi licensing where drivers provide a more complete process at the front with payment, as well as over 60s bus passes on line where the need for a One4aLL appointment is reduced and the associated processing costs. There are many other examples of similar nature e.g. student discount for council tax where 67% of applications were on line promoted by contact centre staff and messaging etc. The cross channel approach is evident and includes social media with the contact centre now managing defect reported from those channels as well. Customer Care advisors still provide support in person and via the telephone. Assisted digital support continues at 'Digital Fridays' at Libraries in partnership with the Get RCT Online organisations and promotion of digital skills in the community continues. The contact centre in particular supports inclement weather, Council closure periods and social care contacts proactively. This is complemented by social media e.g. change to bin day over Xmas and New year periods to promote information and reduce direct contact. The Council's website attained three star ratings in the current and recent years SOCITM benchmarking and passed the latest accessibility test in May 2018. The Face to face advice service at One4aLL centres continues to be targeted to transactions that require a physical interaction but the demand is reducing year on year and efficiencies reflect that. It is felt that this risk is managed and the scoring is proposed to reduce to reflect that.</p>
20	LIVING WITHIN OUR MEANS	Tim Jones	If the Council's I.T infrastructure is not continuously reviewed to confirm that it is fit for business use and secure, then access to information and systems could be hindered resulting in interruption to service delivery.	<p>CONTROLS</p> <ul style="list-style-type: none"> Disaster Recovery Plan in place should an interruption be experienced. Digital Strategy – Infrastructure Theme/Plan. Governance Structure. Policies and Procedures in place e.g. patch management, change control. External Reviews & Accreditation e.g. PSN, PCI, WAO, 3rd party suppliers. Staff Training / 3rd Party Support Contracts. <p>ACTIONS</p> <ul style="list-style-type: none"> Refresh & upgrade end of life infrastructure & software. Prepare for the PSN inspection. Monitor and measure Infrastructure Availability & Performance. Implement recommendations from external review / accreditation. Train Staff in order to ensure that they have the appropriate skills to use new systems and software. 	N/A	N/A	N/A	5	3	15	5	3	15	<p>ORIGINAL RISK RATING 5x3=15</p> <p>Ongoing patching of the Council's infrastructure in line with the Patching Policy.</p> <ul style="list-style-type: none"> PSN accreditation received October 2018. Performance Measures : <ul style="list-style-type: none"> Availability M-F 8:30-17:00 Server 100% Key Applications 99.97% Broadband/WAN 99.87% <p>Infrastructure:</p> <ul style="list-style-type: none"> LAN refresh completed to planned sites. Broadband connection upgraded to planned sites. Appropriate investment and refresh plan in place for end of life infrastructure and software. <p>No change to the risk rating</p>
21	LIVING WITHIN OUR MEANS	Chris Bradshaw	Given the shift in approach to services being delivered on a regional footprint, if services are delivered to citizens and staff of Rhondda Cynon Taf using this method, then appropriate arrangements must be in place to ensure that the interests of all current stakeholders are appropriately represented and that service delivery does not fall / suffer.	<p>CONTROLS</p> <p>Legal agreements between local authorities are in place; Governance and scrutiny functions in place; Regular reporting of performance is available.</p>	N/A	N/A	N/A	5	3	15	5	3	15	<p>ORIGINAL RISK RATING 5x3=15</p> <p>PSB scrutiny arrangements are in place and work is underway to develop arrangements for the Cardiff Capital Region City Deal. No change to the risk rating.</p>
22	LIVING WITHIN OUR MEANS	Chris Bradshaw / Derek James	NEW RISK QTR 3 2018/19 If the Council does not adequately prepare for a potential No Deal Brexit scenario, then the possibility of adverse impacts upon service delivery and citizens could become a reality.	<p>CONTROLS</p> <ul style="list-style-type: none"> The Council's Senior Leadership Team (SLT) led by the Chief Executive are leading on issues relating to Brexit - Dedicated Lead Brexit Officer and Cabinet Member have been identified to monitor progress on Brexit and manage risk. Regular updates reported to Elected Members, SLT and Cabinet. <p>ACTIONS</p> <ul style="list-style-type: none"> Collaborate with the WLGA through the Brexit Transition Support Programme, set up to help local authorities prepare for Brexit. Complete the WAO call for evidence and self assessment in relation to Brexit Preparedness. Implementation of the self assessment findings. 	N/A	N/A	N/A	N/A	N/A	N/A	5	2	10	<p>NEW RISK FOR QTR 3 2018/19</p> <p>The Council has been collaborating with the WLGA through The Brexit Transition Support Programme. A focussed briefing session has been held between WLGA staff and the Brexit lead Cabinet Member and officers to discuss the Council's approach and participation in the Transition Support Programme. Key senior Council officers and Members have attended events and workshops organised by the WLGA. A report setting out the potential impact of Brexit and in particular a "No Deal" Brexit on the Council has been presented to Cabinet and discussed at Full Council. In addition to this, the Council has also completed a Welsh Audit Office call for evidence and self assessment in relation to Brexit Preparedness. To support this work, Senior staff in service areas such as Finance, Human Resources, Procurement and Trading Standards have been identifying service specific Brexit related issues as part of the self assessment process.</p>

Corporate Plan Monitoring Report - Quarter 3 2018/19

Council Priority:	ECONOMY - Building a strong economy
Lead Director:	Chris Bradshaw

1. Residents will see a responsible approach to regeneration, with new homes being built and job opportunities created...

How our work reflects the sustainable development principles:

Our ECONOMY plan is focussed on projects which will enhance the long term prospects for the County Borough, such as the Cardiff Capital Region City Deal and development of five strategic areas which will benefit from the City deal improvements, including the wider Pontypridd area and A4119 corridor.

Economic regeneration has a positive influence in preventing a wide variety of problems and supporting individual well-being. Development in our key strategic sites and improved transport links will provide more employment opportunities for residents of all ages and abilities so that they can achieve their aspirations and help to keep them and their families out of poverty. We continue to make progress in delivering our plans in these key areas, including establishing a Llanilid strategic board and facilitating development at the Tower Colliery site. Redevelopment of key sites such as Taff Vale will revitalise neglected areas and bring people into our town centres, making them vibrant and attractive places to visit and helping to reduce related antisocial behaviour. The City Deal approach will strategically develop infrastructure to prevent bottlenecks in transport and mismatch in housing supply and demand created by population growth, which will stifle economic growth. Increasing affordable housing will help prevent homelessness and also the wide variety of health and social issues arising from unsuitable housing. Supporting the provision of affordable housing, funding has been announced for the Plot Shop self build initiative, and match funding agreed by Welsh Government for the Housing Investment Fund.

We recognise that our vision for Rhondda Cynon Taf is closely linked to the prosperity and success of the wider South Wales region. We are collaborating with other South Wales Councils, businesses and higher education providers in different ways to deliver economic growth for the region. By collaborating with partners towards these shared goals, jointly making decisions and pooling resources we are better able to deliver an integrated approach, which avoids duplication and allows partners to develop complementary approaches for business and skills development which in turn will promote the success of the areas. Through involvement with strategic approaches including the Valleys taskforce we can promote schemes which will have the most impact regionally and ensure that resources are targeted where they will deliver maximum benefits. We are currently leading on a thematic project to support improvements to town centre properties in collaboration with 10 other local authorities, which has secured £10M funding in grant support. We have also been successful in supporting the development of the Valleys Regional Park and have two designated Destination Gateways at Dare Valley Country Park and Ynysangharad Park, for which funding bids are currently being developed.

Involvement of stakeholders and our residents is vital in ensuring that our regeneration projects deliver the best possible outcomes. We will be continuing to work with local businesses, education institutions, training providers, individuals and communities to shape and support projects for the benefit of everyone. This involvement ranges from informing strategic priorities such as the City Deal to local issues like the redevelopment of Guto Square in Mountain Ash and the Robertstown site in Aberdare.

Our plan to Build a Strong Economy is closely linked with the way we will deliver our other well-being objectives. For example, delivery of high quality strategic housing developments and reduction in empty properties improves housing options available to families and the appearance and vibrancy of local neighbourhoods, linking with 'Place' through creating neighbourhoods where people are proud to live and work and 'People' by improving living conditions which can impact on health and wellbeing.

2. Rhondda Cynon Taf's schools will be amongst the best in the country, with all children achieving the best they can

How our work reflects the sustainable development principles:

Improving our schools is key to the long-term success of the people and communities. Providing the right environment and facilities for learning is vital for equipping our young people with the skills they will need in the future. We are continuing to deliver our 21st Century schools programme as part of our vision for making every school a great school. The start of the academic year saw the opening of 3 new 'through' schools. More than just focussing on buildings and equipment, the programme aims to build schools with strong leadership and a positive ethos which are hubs of the local community. We are also ensuring that our building projects are sustainable for future generations through using sustainable technologies including photovoltaic systems and rainwater harvesting, and respecting the natural environment and promoting biodiversity by protecting existing habitats where possible and creating new areas for wildlife. For example, we have pond ecosystems at Porth 3-16 school containing newts and a nature area adjacent to Tonypandy 3-16 school with fungi and natural fauna which is protected.

Enabling children and young people to have high aspirations and to develop to their full potential, not only academically but also socially and emotionally, will contribute to the prevention of a wide range of social problems including unemployment and ill health. For example, children growing up in poorer families leave school with lower levels of educational qualifications, which reduces their prospects for employment and could increase the likelihood of disengagement. By closing the attainment gap between disadvantaged pupils and their peers, we can reduce the impact of poverty on young people's life chances. Data for 2017/18 academic year shows improvement in the performance of eFSM learners and boys across a range of areas, but due to improved performance of all pupils the attainment 'gap' remains wide. Unfortunately we have seen a dip in school attendance in the 2017/18 academic year, with an increase in the 'gap' between attendance of more vulnerable pupils and their peers. We continue to strengthen support and challenge to schools to improve attendance rates, while supporting families through our resilient families programme. We are also supporting schools to effectively use wellbeing data, and have completed Pilot projects with two schools utilising PERMA (Positive Emotions, Engagement, Relationships, Meaning, Accomplishment) data to inform wellbeing intervention/priorities. We hope this preventative approach will improve school attendance in the longer term.

By collaborating with our partners within the Central South Consortium we can benefit from a wider range of resources and expertise. School to school working and peer review across the Central South Wales region will continue to allow schools to learn from each other and share and develop best practice. Attainment data for 2017/18 shows evidence of progress on a number of Key Stage 4 outcome measures, including 53.1% of pupils achieving the Level 2+ threshold (5 GCSEs A*-C including English/Welsh and Maths), ranking RCT 10th in comparison to other Welsh local authorities, and reducing the gap with the Wales average to the lowest to date (1.9 percentage points).

We are also working with a wide range of other partners, for example with Welsh Government and Local Health Board, to deliver the School Holiday Enrichment programme, reducing 'holiday hunger' by providing nutritious meals, cookery lessons and other activities for pupils entitled to Free School Meals.

An integrated approach to supporting our young people is key to safeguarding their longer term well-being. Our work with schools will also support our People plan priority that children and young people receive a great start in life, and using vulnerability profiling to identify those children at risk of disengagement and working with our more vulnerable children to build resilience to help them cope with adverse life experiences. Rather than only working with young people in isolation, where it is beneficial to do so, we are supporting them in the context of their wider family through our resilient families programme.

Involvement of our communities is vital in supporting our schools and young people. We need to improve how we communicate with young people so that they are more confident and better able to tell us about the RCT they want in the language of their choice. We are engaging with schools and communities in shaping proposals for the next phase of 21st Century schools projects, including expanding Welsh Medium places to allow more families to have their children educated in their language of choice. We have also collected feedback from our schools on the effectiveness of local authority support through a perception survey to help us improve and shape our services.

3. There will be a broad offer of skills and employment programmes for all ages

How our work reflects the sustainable development principles:

Unemployment adversely affects mental and physical wellbeing and is one of the most significant causes of poverty. We are further developing and delivering our employment pathway supporting people into work, to prevent disengagement and unemployment and the associated negative outcomes. Specific support is being provided to young people, adults and those with additional learning needs or disabilities. Although we have not engaged the numbers of people we had targeted through some of our programmes, in this financial year to date we have supported 420 people into employment, including 11 with additional learning needs or disabilities. We are also supporting parents to remain in work or re-enter the workplace, leading to improved long term outcomes for families, by extending free childcare for eligible 3 and 4 year olds across all areas of Rhondda Cynon Taf. Over 1,000 people have now applied to the scheme, and funding has been secured to develop facilities for wraparound care at school sites to meet known demand. We have also made pre-nursery admissions available online, raising awareness of entitlement and providing a greater understanding of levels of demand.

We recognise that as a large local employer, our own approach to workforce development has a significant impact on the skills and aspirations of our community. We will involve our workforce in understanding and removing barriers to progression for underrepresented groups, such as women in senior leadership roles. We continue to offer a range of opportunities to support young people into work, and have recruited another 13 Graduates and 25 apprentices onto our in house schemes. However, we can have a much greater impact working collaboratively. We continue to engage with local employers to ensure we are targeting training to the skills required for local jobs and work with learning providers to ensure we provide a complementary range of courses. We have secured a grant for Develop, Invest and Grow in RCT, which will support our small businesses by providing occupational health services to help people to manage health conditions and return to work.

Our work in this area is closely integrated with our other priorities. Enhancing people's skills not only supports economic development, but also enhances their health and wellbeing and can strengthen links in the community, supporting our People and Place priorities. We are providing a range of adult learning courses which in addition to enhancing employability will have a number of other potential benefits. These include improving mental health and combating social isolation, increasing digital inclusion to help people to access services and information, and engaging people with Welsh language and culture.

Council Priority:	ECONOMY - Building a strong economy
Lead Director:	Chris Bradshaw

Measuring Success

Measures to support Priority 1 - Residents will see a responsible approach to regeneration, with new homes being built and job opportunities created

PI Ref	Performance Measure	2016/17	2017/18		2018/19		Comment
		Actual	Wales Average	Actual	Annual Target	Actual	
LPSR103	No. of new affordable homes delivered	127	N/A	226	130	N/A	Reported in Q4
LRGN014b	% vacant retail premises in town centres: Pontypridd	8.7	13%	7.0	<7.0	N/A	Reported in Q4
LRGN014a	Porth	10.8		12.0	<12.0	N/A	Reported in Q4
LRGN014c	Aberdare	9.0		14.0	<14.0	N/A	Reported in Q4
LRGN014d	Treorchy	9.0		7.0	<7.0	N/A	Reported in Q4
LRGN015a	Footfall - Average weekly number of visitors (Financial Year) to: Pontypridd	63,992	N/A	63,234	New baseline being set as counters have been updated	N/A	Reported in Q4
LRGN015b	Aberdare	19,204		23,135		N/A	Reported in Q4
LRGN015c	Porth	11,184		9,407		N/A	Reported in Q4
LRGN015d	Treorchy	16,379		15,135		N/A	Reported in Q4
LRGN019	No. of additional housing units provided during the year	569	N/A	552	600	N/A	Reported in Q4
LRGN016	The stock of registered enterprises/businesses in the Borough	5485*	N/A	6,355*	>6,355	N/A	Reported in Q4
LRGN017	The rate of registered enterprises /business births (start ups)	14.4* (790)	12.1	19.5* (1,240)	>19.5 (1,240)	N/A	Reported in Q4
LRGN018	The rate of registered enterprises /business deaths (closures)	11.1* (610)	10.2	10.9* (690)	<10.9 (690)	N/A	Reported in Q4

Footnotes:

* Reported a year in arrears

PI Ref	Performance Measure	2016/17	2017/18		2018/19		Comment
		Actual	Actual	Wales Average	Annual Target	Actual	
PAM013N LPSR101	No. of empty properties brought back into use per annum	138	204	N/A	190	N/A	Reported in Q4
LPSR102	Total number of interventions aimed at bringing long term empty properties back into use	536	356	N/A	400	N/A	Reported in Q4
PAM013 PSR004	% private sector dwellings that had been vacant for more than 6 months at 1 st April that were returned to occupation during the year	4.9	5.7	5.2	5.5	N/A	Reported in Q4
LRGN021	No. of jobs created and safeguarded through grant support programmes	NEW	62	N/A	60	54	For information only. Reported against target at year end.
LRGN009	No. of businesses/organisations supported through grant support programmes	114	75	N/A	75	134	For information only. Reported against target at year end.

Key:

Within Top Quartile performance for all of Wales	Performance met or exceeded target	Performance within 5% of the target	Performance below target
Within Bottom Quartile performance for all of Wales			

Bolded PIs denote that an existing Corporate Plan high level measure

Measures to support Priority 2 - Rhondda Cynon Taf's schools will be amongst the best in the country, with all children achieving the best they can								
PI Ref	Performance Measure	2016/17		2017/18		2018/19		Comment
		(Academic Year		(Academic Year 2016/17)		(Academic Year 2017/18)		
		Actual	Wales Average	Actual	Wales Average	Annual Target	Actual	
Foundation Phase, Key Stage 2, Key Stage 3								
Existing Measures discontinued nationally, at present there is no suitable data to include. Replacement performance indicators are currently being developed nationally.								
Key Stage 4								
PAM032	Capped 9 Score ¹	N/A	N/A	N/A	N/A	NEW - Baseline Year	348.0	
LEDU209	% pupils in year 11 (typically aged 16) who achieve the L1 threshold (equivalent to 5 GCSEs grade A* to G or approved equivalent qualification) ²	96.7	95.3	94.7	94.4	94.7	94.7	
LEDU210	% of pupils in year 11 (typically aged 16) who achieved the L2 threshold (5 GCSE C or above, or equivalent) ²	90.3	84.0	63.2	67.0	67.0	64.2	
PAM006 EDU017	% of pupils in year 11 (typically aged 16) who achieved level 2 threshold including a GCSE grade A* to C in English or Welsh (first language) and Mathematics ²	56.6	60.7	49.8	54.8	55.0	53.1	Although we did not meet our challenging target, latest all Wales data shows RCT ranked 10th in Local Authority league tables for Level 2+ threshold and also the lowest historical gap between Wales and RCT for this key measure.
LEDU243	% of pupils entitled to FSM in year 11 (typically aged 16) achieving Level 2 Threshold including a GCSE grade A*- C in English or Welsh (first language) and Mathematics ²	30.9	N/A	24.2	N/A	30.0	28.0	Attainment for eFSM pupils improved by 3.8 percentage points but did not meet our challenging target. With Central South Consortium, we continue to support and challenge schools to provide the best possible support to more vulnerable pupils, including increased rigour in challenging spending and impact of the pupil deprivation grant. We also continue to support pupil wellbeing, for example, through expanding provision of the school holiday enrichment programme.

Footnotes:

¹ The Capped 9 score is the points score for the best 9 results for each learner at GCSE or equivalent, including GCSE English or Welsh language, GCSE Mathematics numeracy, GCSE Mathematics, the best two results in Science and the best four results in other subjects

² Data for 2016/17 for these indicators is not comparable with later years due to changes in the collection methodologies, including changes to GCSE English and Mathematics qualifications and limits on the number of non-GCSE qualifications which can be included in L1 and L2 threshold.

PI Ref	Performance Measure	2016/17		2017/18		2018/19		Comment
		(Academic Year		(Academic Year 2016/17)		(Academic Year 2017/18)		
		Actual	Wales Average	Actual	Wales Average	Annual Target	Actual	
Key Stage 4								
LEDU411	% of pupils looked after attending RCT schools in year 11 (typically aged 16) who achieved the L1 threshold (5 GCSE grade G + or equivalent)	35.0	N/A	71.0	N/A	65.6	93.5	
LEDU412	% of pupils looked after attending RCT schools in year 11 (typically aged 16) who achieved the L2 threshold (5 GCSE grade A* - C or equivalent)	New	N/A	16.1	N/A	53.1	38.7	Although we did not meet our challenging target, there was an increase in the number of looked after children achieving the level 2 threshold compared to the previous year, and the majority of pupils achieved the level 1 threshold.
Attendance								
PAM007 EDU016a	% of pupil attendance in primary schools (excludes special schools)	94.6	94.9	94.7	94.9	95.4	94.2	
PAM008 EDU016b	% of pupil attendance in secondary schools (excludes special schools)	93.9	93.9	93.6	94.1	94.3	93.0	
LEDU218	% attendance at PRU/EOTAS provision	82.6	N/A	78.6	N/A	78.9	80.2	
LEDU506	% difference in the attendance of FSM / non FSM pupils in primary schools	2.6	2.6	2.3	N/A	<2.6	2.74	The overall school attendance levels at both primary and secondary level have decreased in 2017/18, with free schools meal pupils declining at a greater rate than their peers. Pupils in receipt of free school meals are a cohort of the most vulnerable learners and as such it would be expected for this group to display the greatest decrease as they are likely to have the most barriers to overcome to engage in their education. We continue to strengthen support and challenge to schools and support families as detailed in the Economy action plan.
LEDU507	% difference in the attendance of FSM / non FSM pupils in secondary schools	4.5	5.0	4.9	N/A	<4.5	5.31	

Key:

Within Top Quartile performance for all of Wales	Performance met or exceeded target	Performance within 5% of the target	Performance below target
Within Bottom Quartile performance for all of Wales			

Bolded PIs denote that an existing Corporate Plan high level measure

PI Ref	Performance Measure	2016/17		2017/18		2018/19		Comment
		(Academic Year 2015/16)		(Academic Year 2016/17)		(Academic Year 2017/18)		
		Actual	Wales Average	Actual	Wales Average	Annual Target	Actual	
Exclusions								
LEDU409a	No. of fixed term exclusions per 1,000 pupils in Primary schools	13.5	N/A	14.2	N/A	<14.2	18.04	There has been a continued increase in the number of fixed term exclusions during academic year 2017/18, although the average length of exclusions has decreased slightly (from 2.1 to 1.9 days) and the number of permanent exclusions has also decreased (from 20 to 8 days). Schools continue to receive support and challenge sessions with the Head of Inclusion Service, the Senior Educational Psychologist for Wellbeing and School Improvement Officers. Actions for improvement are agreed and Schools are then requested to attend a follow up session the next term to review progress against agreed actions.
LEDU409b	No. of fixed term exclusions per 1,000 pupils in Secondary schools	72.0	N/A	95.7	N/A	<95.7	108.29	
LEDU410c	Average no. of days lost through fixed term exclusions (All Schools)	2.1	N/A	2.1	N/A	2.07	1.93	

Measures to support Priority 3 - There will be a broad offer of skills and employment programmes for all ages

PI Ref	Performance Measure	2016/17		2017/18		2018/19		Comment
		(Academic Year 2015/16)		(Academic Year 2016/17)		(Academic Year 2017/18)		
		Actual	Wales Average	Actual	Wales Average	Annual Target	Actual	
PAM009 LEDU223	% 16 year olds (Yr 11) leaving school who are known not to be in education, training or employment	1.0	2.0	1.1	1.6	1.0	N/A	Reported Q4
LEDU225	% 18 year olds (Yr 13) leaving school who are known not to be in education, training or employment	4.1	3.1	2.6	2.6	2.5	N/A	Reported Q4
LCAP011	Number of NEET (Not In Education, Employment or Training) young people entering employment upon leaving the 'Inspire2Work' programme	N/A	N/A	24	N/A	65 (Qtr 3 Target -58)	41	Q2 data revised from 47 to 21 as cumulative data for the whole project was reported in error instead of financial year data. Performance is currently below target with outputs affected due to time of year, however current projections suggest targets will be achieved by year end.
LCAP013	Number of NEET young people gaining a qualification upon leaving the 'Inspire2Work' programme	N/A	N/A	97	N/A	147 (Qtr 3 Target-109)	90	Q2 data revised from 153 to 81 as cumulative data for the whole project was reported in error instead of financial year data. Q3 performance has been impacted by 2 vacant tutor posts which have now been filled.
LCAP014	Number of economically inactive, or unemployed, adults entering employment as a result of 'Communities4Work' (C4W) intervention	N/A	N/A	47	N/A	48 (Qtr 3 Target-36)	42	
LCAP015	Number of economically inactive, or unemployed, adults gaining a qualification as a result of 'Communities4Work' (C4W) intervention	N/A	N/A	96	N/A	192 (Qtr 3 Target-144)	225	
LCAP010	Number of NEET young people entering employment upon leaving the C4W programme	N/A	N/A	49	N/A	96 (Qtr 3 Target-72)	41	Performance is currently below target. National issues with project performance need to be resolved, the project is not performing as well as hoped due to eligibility based on postcodes limiting participation. Monthly Welsh Government and RCT Monitoring is in place.
LCAP016	Number of NEET young people gaining a qualification upon leaving the C4W programme	N/A	N/A	96	N/A	118 (Qtr 3 Target-88)	90	
LCAP017	No. of people supported that have entered employment – Communities For Work Plus	N/A	N/A	N/A	N/A	350 (Qtr 3 Target-262)	285	
LCAP018	Number of people entering a work placement with an employer - Communities For Work Plus	N/A	N/A	N/A	N/A	100 (Qtr 3 Target-75)	52	Awaiting evidence from NHS for an additional 25 work placements that have been undertaken. Data will be included in Qtr 4 return once evidence has been received.
LCAP019	Number of adults gaining a qualification – Communities For Work Plus	N/A	N/A	N/A	N/A	750 (Qtr 3 Target-562)	608	

Key:

Within Top Quartile performance for all of Wales	Performance met or exceeded target	Performance within 5% of the target	Performance below target
Within Bottom Quartile performance for all of Wales			

Bolded PIs denote that an existing Corporate Plan high level measure

PI Ref	Performance Measure	2016/17		2017/18		2018/19		Comment
		(Academic Year 2015/16)		(Academic Year 2016/17)		(Academic Year 2017/18)		
		Actual	Wales Average	Actual	Wales Average	Annual Target	Actual	
LCAP020	Number of economically inactive, or unemployed, adults with an additional learning need or disability entering employment as a result of Ignite (Active Inclusion) intervention	N/A	N/A	N/A	N/A	33	7	Data reported for information only. It has not been possible to generate the level of referrals to the project that were anticipated at the outset and this has impacted on the outcomes achieved. A Change Request has been submitted to WCVA to reduce the output targets for the project due to inability to extend the project timescales.
LCAP021	Number of economically inactive, or unemployed, adults with an additional learning need or disability gaining a qualification (part, whole or work related) as a result of Ignite (Active Inclusion) intervention	N/A	N/A	N/A	N/A	148	44	
LCAP022	Number of young people NEET, with an additional learning need or disability entering employment as a result of Platform 1 (Active Inclusion) intervention	N/A	N/A	N/A	N/A	11	4	
LCAP023	Number of young people NEET, with an additional learning need or disability gaining a qualification (part, whole or work related) as a result of Platform 1 (Active Inclusion) intervention	N/A	N/A	N/A	N/A	33	7	

Key:

Within Top Quartile performance for all of Wales	Performance met or exceeded target	Performance within 5% of the target	Performance below target
Within Bottom Quartile performance for all of Wales			

Bolded PIs denote that an existing Corporate Plan high level measure

Population & Contextual Measures - For information only		2016/17		2017/18		2018/19		Target 2020
		Actual	Wales Average	Actual	Wales Average	Actual	Wales Average	
PMe01	No. and % of economically active people aged 16 and over, who are unemployed	5,800 5.2 ⁵	4.4 ⁵	6,100 5.5 ⁶	4.9 ⁶	6,600 5.7 ⁷	4.6 ⁷	Wales Average
PMe02	% of people aged 18-24 claiming out of work benefits (including JSA)	4.4 ⁸	3.9 ⁸	4.0 ⁹	3.6 ⁹	3.3 ¹⁰	3.6 ¹⁰	Wales Average
PMe03	No. and % of economically active people in Rhondda Cynon Taf	111,800 73.9 ⁵	74.8 ⁵	113,300 75.3 ⁶	76.5 ⁶	115,900 77.0 ⁷	76.2 ¹⁰	Wales Average

Footnotes:

⁵ Data refers to Apr 2016 - Mar 2017

⁶ Data refers to Apr 2017 - Mar 2018

⁷ Data refers to Oct 2017 - Sept 2018

⁸ Data refers to Mar 2017

⁹ Data refers to Mar 2018

¹⁰ Data refers to Dec 2018

Council Priority:	ECONOMY - Building a strong economy
Lead Director:	Chris Bradshaw

Challenges and Opportunities linked to this Council Priority	1 - Residents will see a responsible approach to regeneration, with new homes being built and job opportunities created...
Lead Officer	Jane Cook

Actions that will deliver Priority 1	Milestones/Sub Actions that will help to achieve overarching Action	Delivery Date	Responsible Officer	Progress to date	Overall progress to date on Action
Actively engage with the other South East Wales Councils over the next 10 years to maximise the benefits to the region and the residents of RCT of the new Cardiff Capital Region City Deal (CCRCD)	Develop and support of City Deal process/projects and delivery				
	Participate in, and influence, the City Deal Programme Board	Ongoing	Jane Cook	On Target	
	Lead the City Deal Housing theme				
	Co-ordinate with other CCRCD work streams	Ongoing	Jane Cook	On Target	
	Work with Welsh Government (WG) to ensure that housing programmes and initiatives align	Ongoing	Jane Cook	On Target	Plot Shop funding has been announced and match funding agreed by WG for the Housing Investment Fund
	Work with public, private and 3rd Sector housing providers to increase the delivery, quality and range of housing	Ongoing	Jane Cook	On Target	Regular engagement continues with RSLs, the private house builders in the region and bodies such as the Home Builders Federation and Federation of Master Builders
	Develop and support the regional Targeted Regeneration and Investment programme: Project and delivery				
	Participate in, and influence, the South East Wales Targeted Regeneration Investment programme and ensure alignment with other funding streams	Ongoing	Derek James	On Target	RCT leading the coordination of the Thematic workstream
	Develop and deliver a programme of interventions.	Ongoing	Derek James	On Target	A programme of interventions has been developed. In addition, the Council is leading on a thematic project to improve town centre properties on behalf of the ten South East Wales Councils. An offer letter has been received (February 2019) for £10million in grant support.
	Develop and support the Valley's Taskforce programme; projects and delivery				
	Develop and deliver a programme of interventions.	Ongoing	Derek James	On Target	A range of interventions and projects have been developed and submitted to WG for their consideration. The Council has been successful in supporting the development of the Valleys Regional Park and has two designated Destination Gateways at Dare Valley Country Park and Ynysangharad Park. Funding bids for these are being developed.
	Ensure that the Service is prepared to positively respond to the evolving regional planning position and also continues to develop local strategies and promote development				
	Gather evidence to monitor housing delivery in RCT and submit as part of the JHLAS	Jun-18	Simon Gale	Complete	
	Gain delegated approval and submit the LDP Annual Monitoring report to Welsh Government	Oct-18	Simon Gale	Complete	
Continue to promote the development of allocated employment sites and monitor all operational employment sites within the County Borough and produce an annual survey report to ensure our evidence base is up to date	Oct-18	Simon Gale	Complete		

Actions that will deliver Priority 1	Milestones/Sub Actions that will help to achieve overarching Action	Delivery Date	Responsible Officer	Progress to date	Overall progress to date on Action
Lead and facilitate the delivery of strategies for key strategic opportunity areas within Rhondda Cynon Taf	Llanilid on the M4: Driving the Regional Economy				
	Agree strategy with Welsh Government and adjoining Local Authorities in Bridgend and Vale of Glamorgan to maximise the investment potential of the strategic site of Llanilid and Vale of Glamorgan sites.	Mar-19	Derek James	On Target	A Llanilid Strategic Board comprising stakeholders has been established. The Board, with the support of the Design Commission, is considering the development of a joint masterplan for the site. At the same time support is being given to project development with Dragon Studios and with Persimmon Homes.
	Facilitate the establishment of a masterplan for the site by development partners.	Mar-19	Derek James	On Target	
	Cynon Gateway – Energising the Region				
	Explore development options for the redevelopment of the Tower Colliery site, Hirwaun	Mar-19	Derek James	On Target	Development work underway with Tower and other relevant partners.
	Develop an environmental Improvement Programme to enable improvements to the Hirwaun Industrial Estate, agreeing an improvement plan with the majority landowner and contribution agreement	Dec-18	Derek James	Complete	Discussions undertaken with landowners and Natural Resources Wales to agree an approach for Estate environmental improvement. Funding bid made to WG in December and awaiting outcome. If successful, the agreed approach will be rolled out including development of an environmental masterplan.
	Wider Pontypridd, Treforest – Edge of the City, Heart of the Region				
	Develop deliverable proposals for the Treforest Regional Business Hub				
	Agree options for development	Jun-18	Derek James	Complete	
	Complete project delivery plan and programme	Dec-18	Derek James	Target Missed	Discussions have taken place with the landowner on a more fundamental approach to the masterplan for the site for future development opportunities. Draft brief has been completed and is being considered and work on design proposals will now be completed early 2019. Revised target date for completion of project delivery plan and programme March 2019. A revised delivery date for beginning project delivery has not yet been confirmed.
Begin detailed project delivery and delivery programme	Mar-19	Derek James	Not on Target		
Increase the scale of empty properties being brought back into use	Launch Empty Property Strategy 2018-2021 which will provide a framework for all empty property activity in the County Borough	Jun-18 Revised Dec-18	Derek James / Jennifer Ellis	Complete	Empty property strategy approved by Cabinet on 21st November 2018.
	Establish Empty Property Steering Group	Jun-18	Derek James / Jennifer Ellis	Complete	Empty property steering group established and meetings are ongoing.
	Research in targeted communities to understand why there are a high number of empty properties and identify solutions.	Sep-18	Derek James / Jennifer Ellis	Complete	Research has identified 684 long term empty homes which will be the focus of further enforcement and enabling activity over coming months.
Continue to work with businesses and local communities to ensure that the town centres benefit from growth	Facilitate and support the redevelopment of the former Boot hotel, Aberdare, offering support and advice to completion of the project	Sep-18	Derek James	Complete	Regeneration supported element of scheme complete with housing elements in development. Support and advice will continue into this period.
	Support the development of light industrial business units at the Robertstown, Aberdare site: Secure planning approval and other statutory requirements and complete Monitoring & Evaluation plan.	Dec-18	Derek James	Target Missed	Issues relating to flood prevention has meant that the FCA for the site has had to be reworked and planning approval will follow this exercise. Revised delivery date March 2019.
	Completion of process to confirm match funding package	Dec-18	Derek James	Complete	Match funding package confirmed by Cabinet on 16th October 2018.
	Completion of procurement of construction contractor	Mar-19	Derek James	On Target	Procurement will be aligned with the decision on the planning application.
	Support and facilitate the redevelopment of the former Black Lion Hotel and Exchange Buildings, Aberdare: Gain planning approval and other statutory requirements	Mar-18	Derek James	Complete	Planning approval in place.
	Support project development and programme	Ongoing	Derek James	On Target	Project development in place and works commenced on Exchange buildings

Actions that will deliver Priority 1	Milestones/Sub Actions that will help to achieve overarching Action	Delivery Date	Responsible Officer	Progress to date	Overall progress to date on Action
Continue to work with businesses and local communities to ensure that the town centres benefit from growth	Begin delivery of construction on site	Jul-18	Derek James	Complete	
	Manage the delivery of the Redevelopment of Guto Square, Mountain Ash: Submit Cabinet Report seeking approval to proceed with agreed scheme, submit full planning application and exercise powers for Compulsory Purchase Order (if required)	Nov-18	Derek James	Complete	Outline scheme agreed by Cabinet on 18th December 2018. Full planning application prepared to be submitted in January 2019, Statement of Reasons being prepared to support CPO.
	Obtain detailed design and associated cost for agreed scheme and agree delivery programme	Sep-18	Derek James	Complete	Detailed designs produced and currently being considered.
Promote Rhondda Cynon Taf as a visitor destination	Develop a business plan for a regional training centre at Pontypridd Lido delivering to the Leisure market.	Mar-19	Chris Richards Brent Bennett	On Target	
	Gain Museum of Wales accreditation at Rhondda Heritage Park	Sep-18	Chris Richards Sara Brown	Complete	Full Museum of Wales accreditation awarded October 2018
	Develop a Heritage events programme designed to increase community engagement.	Mar-19	Chris Richards Sara Brown	On Target	
	Identify and secure funding to implement capital improvements to the Park and Dare Theatre as part of the continuation of the Resilience programme	Dec-18	Adrian Williams	Not on Target	Plans have been agreed and costings produced. A request for grant funding has been made to Arts Council Wales and a decision is currently awaited, alternative ways of funding some of the works are also being considered. Revised Delivery date March 2019.
	Improve our understanding of theatre attendees and non-attendees through utilising the MOSAIC system	Mar-19	Adrian Williams/ Angela Gould	On Target	MOSAIC data has helped us to identify groups of people that are under-represented within our theatres. Audience development initiatives are being formulated as part of an overall engagement strategy.
	Work with the new Destination Management Partnership Hub Committees to develop a 3 year Destination Management Partnership Action Plan for RCT which will set out the priorities for the destination.	Feb-19	Ian Christopher Rebecca Williams	Not on Target	Further work is required to produce this plan and it will not be completed within the original set target. Revised target date 2019/20.
	Develop a focussed marketing campaign that promotes RCT as a visitor destination to areas that are proven to be 'warm' to the county borough (SE England, SW England, Midlands) and review the effectiveness of the campaigns	Aug-18	Ian Christopher Claire Davies	Complete	A paid for social media campaign was delivered via Facebook in early May. Top line stats are as follows: Total expenditure - £377.42. • We reached 25,470 people (total reach was 56,019 – most people were likely to have seen the ad twice). • We received 795 unique link clicks (total was 955). • Cost per click on average was £0.40. • Our click through rate is 3.12% (industry average is 0.90%) • The Midlands was the most successful with 251 unique clicks at a cost of £0.37 per result (CTR = 2.30%). • The Bwlch image performed the best across the 4 campaigns; however, lack of clarity around whether this was a result of people questioning whether it was in RCT for example.
	Develop interactive walking trails with partners, to exploit the natural beauty of RCT.	Sept 18 - Revised 2019/20	Ian Christopher Ceri Lloyd	On Target	

Council Priority:	ECONOMY - Building a strong economy
Lead Director:	Chris Bradshaw

Challenges and Opportunities linked to this Council Priority	2 - Rhondda Cynon Taf's schools will be amongst the best in the country, with all children achieving the best they can
Lead Officer	Gaynor Davies

Actions that will deliver Priority 2	Milestones/Sub Actions that will help to achieve overarching Action	Delivery Date	Responsible Officer	Progress to date	Overall progress to date on Action
Further develop Leadership, Management and Governance in our schools to improve outcomes	Continue to challenge under-performance, tackle ineffective leadership and use the local authority's statutory powers of intervention where needed	Review Mar-19	Gaynor Davies / Bernard Whittingham	On Target	Support and challenge meetings have taken place and will be repeated where appropriate. School Improvement Forum meetings are taking place regularly in red and amber schools.
	Identify and use the skills of high performing individuals to be drawn on at relevant levels in schools in RCT to build our capacity to improve (OTP/leadership programmes/school to school support)	Review Mar-19	Bernard Whittingham	On Target	With CSC we continue to broker the release of high potential individuals to work with schools in need of support.
	Further develop leadership capacity in our schools	Review Mar-19	Bernard Whittingham	On Target	Programme for science leadership now commencing in February.
	Achieve improved performance in English/Welsh, mathematics and science by supporting schools to target pupils readiness to learn, particularly focussing on vulnerable groups (eFSM) and boys where there is evidence of a significant gender gap	Review Mar-19	Bernard Whittingham	On Target	Data shows positive improvements in key measures, particularly the Level 2+ threshold (pupils achieving 5 GCSEs A*-C including English/Welsh and Mathematics).
	Work in partnership with schools to support the development of pupil transition across the 3 school clusters in the Rhondda Valleys and Tonyrefail, by continuing to develop cluster based projects for improved transition and developing curriculum cohesion between schools	Review Mar-19	Bernard Whittingham	On Target	Programme started in November and is continuing into the spring term.
	Implement the new Governance regulations	Mar-19	Non Morgan		Due to Welsh Government deferring the implementation of this legislation, this action will not currently be progressed. We will continue to engage with Welsh Government on future requirements.
Strengthen the links between improvement and wellbeing services to improve outcomes	Develop and strengthen the relationship with Regional local authorities and Central South Consortium Challenge Advisors to bring school improvement and wellbeing services together in a mutually supportive way in order to raise standards, reduce exclusions and improve attendance	Review Mar-19	Gaynor Davies / Bernard Whittingham	On Target	The LA and CSC continue to work together very effectively.

Actions that will deliver Priority 2	Milestones/Sub Actions that will help to achieve overarching Action	Delivery Date	Responsible Officer	Progress to date	Overall progress to date on Action
Develop Strong and Inclusive Schools committed to excellence, equity and wellbeing	Work collaboratively with Head teachers to develop strategic approaches to reducing exclusions and improving attendance				
	Review central Behaviour Support Service delivery models to be more consultative and strategic in focus, building capacity in schools through high quality training so that schools can strengthen their graduated response and improve whole school approaches to managing behaviour	Sep-18	Kate Hill	Complete	
	Develop a managed moves policy and fair access protocol and evaluate impact	Mar-19	Gaynor Davies / Ceri Jones	On Target	The Fair Access Protocol was revised and reissued in September, and qualitative feedback is being gathered from schools on the effectiveness of the process.
	Strengthen support and challenge to schools displaying unacceptable levels of exclusions and increase schools' accountability to deliver improvements	Dec-18	Ceri Jones	Complete	Support and challenge process agreed and in place from December, follow up meetings will take place in January.
	Strengthen support and challenge to schools relating to attendance and increase schools' accountability	Dec-18	Gaynor Davies	Complete	
	Adopt proactive approaches to supporting families, through developing a robust interface between Education services and the Resilient families service, undertaking education appraisals during the initial assessment phase to ensure the needs of all families are identified	Mar-19	Jess Allen	On Target	Process continues to be working well. Interface between the Resilient Families Service and Attendance and Wellbeing Service to be reviewed at the end of the current financial year.
	Extend School Holiday Enrichment Programme (SHEP) and evaluate the impact	Sep-18	Grace Zecca Hanagan / Lisa Gorrige	Complete	Programme delivered, report presented to the Children and Young People's Scrutiny Committee 19th December 2018.
	Support schools to work more effectively with partners to improve provision for learners with mental health needs	Dec-18	Hayley Jeans	Complete	5 staff now trained in Mental Health first aid and a working group has been established to plan roll out to schools and partners. Adverse Childhood Experiences awareness training completed with RCT SENCOs. Now in discussion with training unit with regarding further roll out of training. Awaiting final sign off from Cwm Taf Health Board.
Develop Strong and Inclusive Schools committed to excellence, equity and wellbeing	Strengthen strategic approaches in schools to enhance the wellbeing and resilience of learners	Nov-18	Hayley Jeans / Rob Kempson / Kate Hill	Complete	Pilot projects have been completed with two schools utilising PERMA (Positive Emotions, Engagement, Relationships, Meaning, Accomplishment) data to inform wellbeing intervention/priorities and to set wellbeing plans. Two further schools remain part of Central South Consortium pilot projects to be evaluated at the end of the spring term and the PERMA development model has been completed. This work is now being continued by Central South Consortium, who are focusing on an effective rollout of PERMA to all schools, including providing training to ensure the tool is used effectively.
	Review EOTAS provision, with a view to establishing more cost-effective and improved group tuition opportunities	Sep-18	Gaynor Davies / Ceri Jones	Complete	Review of EOTAS completed with an agreed action plan
	Review and remodel primary PRU / LSC and BSS provision so that there is greater alignment and an improved continuum of provision	Dec-18	Ceri Jones	Complete	Relevant reports have been presented to both Cabinet and CLA Board - work will continue to be undertaken in this area
	Use wellbeing data more effectively to inform strategic priorities and improvements	Dec-18	Ceri Jones / Rob Kempson	Complete	

Actions that will deliver Priority 2	Milestones/Sub Actions that will help to achieve overarching Action	Delivery Date	Responsible Officer	Progress to date	Overall progress to date on Action
Provide a 21st Century learning environment	Delivery of 'Band A' 21st Century school projects				
	Extension and refurbishment of Treorchy Comprehensive School	May-19 Revised Aug-19	Andrea Richards / Lisa Howell	On Target	On target to revised construction programme following unforeseen structural works
	Treorchy Comprehensive School - completion of external works	Aug-19	Andrea Richards / Lisa Howell	On Target	Works on target for completion to schedule.
	3-16 school Porth Community school – School occupation	Sep-18	Andrea Richards / Lisa Howell	Complete	School opened in September 2018 as planned.
	Porth Comprehensive School - completion of external works	Sep-18	Andrea Richards / Lisa Howell	Complete	
Provide a 21st Century learning environment	3-16 school Ysgol Nantgwyn – school occupation	Sep-18	Julie Hadley	Complete	School opened on time September 2018.
	3-16 school Ysgol Nantgwyn – completion of internal refurbishment works of existing buildings	Sep-19	Andrea Richards	On Target	Further capital works to the hall and kitchen programmed for the summer 19. Designs currently being worked up.
	Creation of a 3-19 School for Tonyrefail – school occupation	Sep-18 Revised Mar-19	Andrea Richards	On Target	Good progress continuing to be made with the secondary phase of the building
	Creation of a 3-19 School for Tonyrefail – completion of external works	Sep-19	Andrea Richards	On Target	Good progress being made - works on programme
	New Primary School for Cwmaman	Sep-18	Lisa Howell	Complete	Works completed and school opened on time September 2018
	Deliver improvements at remaining Band A Rhondda Schools	Mar-19	Andrea Richards	Complete	
	Consultation for Band B 21st Century schools projects				
	Undertake statutory consultation phase 1 Band B projects and engagement with communities, parents, governors and staff	From Apr 18	Andrea Richards	On Target	Consultation for first phase of Band B projects commenced
	Complete feasibility studies for all potential projects	Mar-19	Andrea Richards / Dave Powell	On Target	
	Production of outline business cases	Mar-19	Andrea Richards	On Target	SOC Business Case for Hirwaun Primary School approved and currently working on Full Business Case. Two large business cases currently being worked on for submission to WG.
	Delivery of the Council's School Modernisation programme	Mar-19	Andrea Richards	On Target	
Establish a 3-19 school at Garth Olwg	Sep-19	Denise Humphries	On Target	Good progress being made with organisation of new school with Headteacher and Temporary Governing Body	
Review and improve our services to ensure they are fit for the future	Develop the Capita One system to support improvements to service delivery through improved use of data both within Education services and across the Council	Mar-19	Catrin Edwards	Complete	Implementation complete
	Development of service delivery models for Access & Inclusion services	Mar-19	Ceri Jones	On Target	Progress has been made across a number of areas, including remodelling the Learner Support Service and Educational Psychology Service delivery models. There has been a delay to piloting a special school/complex needs learning support class partnership until the Learner Support Class consultation process has been finalised.
	Development of service delivery models for school and community meals	Mar-19	Lisa Gorringe	On Target	New facilities up and running for pupils and staff. Working group established with Procurement to renew cleaning contract to schools and good progress being made.
	Further improve access to information and the use of stakeholder feedback through development of a perception survey to seek stakeholder views on Education services	Jul-18	Gaynor Davies	Complete	

Council Priority:	ECONOMY - Building a strong economy
Lead Director:	Chris Bradshaw

Challenges and Opportunities linked to this Council Priority	3 - There will be a broad offer of skills and employment programmes for all ages
Lead Officer	Gaynor Davies/Deborah Hughes

Actions that will deliver Priority 3	Milestones/Sub Actions that will help to achieve overarching Action	Delivery Date	Responsible Officer	Progress to date	Overall progress to date on Action
Deliver RCT's Employment pathway in partnership, to provide equitable access to employment support and opportunities that align to emerging local labour market needs and employers	Implement and embed the new Communities for Work plus (CfW+) Grant and Community First Legacy proposals	Mar-19	Nicola Lewis	Complete	Delivery of both grants is in line with grant proposals
	Develop an RCT Employment Strategy and implement and promote RCT's Employment pathway	Sep-19	Wendy Edwards/Syd	On Target	
	Liaise with Delivery Partners and continue to monitor the performance and delivery of ESF Projects in RCT (Communities 4 Work, Inspire 2 work, Ignite and Platform 1)	Ongoing	Syd Dennis	On Target	
	Liaise with Delivery partners and establish the new WCVA Active Inclusion project providing employment support and training opportunities to people of any age with additional learning needs or disabilities	Apr-18	Syd Dennis	Complete	Project established and delivery now underway.
	Submit a business plan for the Develop, Invest and Grow in RCT for consideration by WEFO	Mar-18	Syd Dennis	Complete	Full Business plan submitted and grant secured pending WEFO final approval.
	Develop and Implement the DIG in RCT Project which would provide MSME's with support to meet employee needs in terms of Absence Management and Policies. Provide support to individuals absent from work employed by the Council and MSME's via Occupational Health service delivery.	Dec-18	Syd Dennis /Deb Hughes	Complete	WEFO approval for the project gained in December 2018 and implementation is now underway.
Work with colleagues in the Adult Community Learning Partnership to develop a joint adult community learning curriculum for 2018/19	Prepare the Adult Community Learning Delivery Plan ensuring it complements the ESF Delivery Plan in supporting employability across the county, and submit to Welsh Government for approval within the required timescales.	Jun-Aug-18	Wendy Edwards	Complete	Service Delivery Plan submitted to Department of Education and Skills in June.
	Implement the Adult Community Learning Service Delivery Plan focussing on the following key areas as identified by Welsh Government: <ul style="list-style-type: none"> • Essential skills • Employability • Digital inclusion • Welsh language provision • Health and well-being provision (especially for older learners) 	Sep-18- Aug-19	Heulyn Rees/Val Clarke	On Target	

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Actions that will deliver Priority 3	Milestones/Sub Actions that will help to achieve overarching Action	Delivery Date	Responsible Officer	Progress to date	Overall progress to date on Action
Introduce and promote the use of digital products and digital learning	Expand the delivery of Digital Fridays to include all libraries and work with partners to ensure a range of workshops and courses are available to increase customer understanding of digital products.	Mar-19	Richard Reed	Complete	Digital Fridays now at all RCT branch libraries.
	Introduce a range of products to improve the digital skills of children and young people e.g. fitbits, coding events etc.	Mar-19	Wendy Cole	On Target	Initial taster sessions were held in November in Pontypridd and Aberdare and further sessions are planned for February half term in the 3 area libraries.
Develop and refine approaches to workforce development which support the worklessness agenda and support career progression for under-represented and disadvantaged groups	Recruit and induct the required number of graduates and apprentices to meet the service needs in time for the start of the programme.	Oct-18	Sian Woolson	Complete	
	Undertake an analysis of barriers for women moving into senior leadership roles as recommended through WAVE actions.	Sept 18 revised Apr 19	Deb Hughes	On Target	
	Utilise the information gathered through the analysis together with information gained through Head of Service meetings to recommend approaches to succession planning and career development	Mar 19 revised Apr 19	Deb Hughes	On Target	
Continue to work with partners to develop early years provision to support families	Increase the supply of 30hours free childcare offer	Dec-18	Denise Humphries	Complete	<p>We have received just over 1,000 applications from RCT parents to date via our current online parent portal. Capital funding has recently been secured from Welsh Government for 4 projects which will support the implementation of the childcare offer through developing purpose built childcare facilities on school sites to provide wrap around care.</p> <p>We are also now supporting the applications process for Merthyr parents, with 66 applications received so far.</p> <p>A bespoke online parent and provider portal has been purchased to improve the process for providers to claim their funding and roll out the online system to parents in Merthyr Tydfil - this is planned to go live before the end of the financial year.</p>
	Increase pre-nursery provision	Jan-19	Catrin Edwards	Complete	The pre-nursery application process is now available online. This has led to an increased number of applications due to it being easier to apply and also raising awareness of the entitlement and availability of places. It has also given us a greater understanding of the level of demand. Provision of pre-nursery places is at the discretion of schools and we have engaged with Primary Headteacher to raise awareness.

Corporate Priority Action Plan Monitoring Report - Quarter 3 2018/19

Council Priority:	People - Promoting independence and positive lives for everyone
Lead Director:	Giovanni Isingrini

1. Health and Social Care services will be personalised and integrated, with more people supported to live longer in their own homes

How our work reflects the sustainable development principles:

We know that older people prefer to stay in their own homes and communities until it is impossible for them to do so, rather than move into residential care. People living independently comes with many benefits such as the ability to retain independence, freedom to have family and friends visit whenever they like and the comforts of remaining in their most familiar place. As the number of older people in Rhondda Cynon Taf continues to grow, bringing with it the associated increase in age-related chronic illnesses our long term aim is to deliver new accommodation models to improve outcomes for those individuals who need support to live independently. For example, building on the success of our extra care facility in Talbot Green, we are working collaboratively with development partners to build a new extra housing scheme on the former Maesyffynnon Care home site. Construction works have now started on site, and the off-site manufacturing of the modular buildings is progressing. In addition, a planning application has been submitted for Pontypridd and a pre-planning consultation is planned for Treorchy extra care housing schemes. This integrates with our older person's housing strategy "My Own Front Door – A Plan for Housing in Later Life".

Older people whose discharge from hospital is delayed are likely to suffer adverse consequences ranging from anxiety and discomfort to more serious and longer-lasting physical and psychological harm. Delays may even lead to their capacity for independent living being significantly reduced. This can be challenging for both the patient and their family. To prevent these problems, we are further developing the 'Stay Well @home' service with our partners to support people to live independently at home following hospital discharge.

Research has shown that people want to be involved in decisions about their care. We are working closely with clients to ensure that care packages meet their personal needs and preferences through our Information, Advice and Assistance services and by having 'what matters' conversations with individuals and their families to identify what matters most to the person in terms of their care.

Many factors contribute to health and well-being, including quality of health and social care and lifestyle issues such as diet, exercise and smoking. To support the delivery of health protection and improvement initiatives, we are working collaboratively with partners in Health to develop a model of social prescribing that promotes well-being and protects the health of the individual. We are also continuing a community based approach to deliver our successful Falls Prevention Programme to help older people who have suffered a fall or who are at risk of falling to improve their mobility, strength and balance and re-build their confidence. A 'Falls Awareness project' in Hirwaun Library is continuing, and further projects have been held at Garth Olwg Lifelong Learning Centre and Pontyclun.

2. Redesigned local services – integrated and efficient

How our work reflects the sustainable development principles:

The Council understands that to get the most out of its services they need to be fully integrated, efficient and resilient, which is why many local services have been redesigned to encompass early intervention and prevention to better serve communities in the long term.

A wide range of problems which impact on our communities are interrelated, including substance misuse, low educational attainment and poor health. Identifying families where issues are present, assessing their needs and providing timely support can prevent problems from escalating and requiring specialist services in the future. We will continue our work to support families as effectively as possible through our Resilient Families Service and wider Resilient Families Programme. We are integrating this work with the Council's development of Community Hubs to ensure that family support is accessible in community locations.

A child's first 1,000 days has been identified as a critical part of life. These years have a long lasting impact on individuals and families. They shape the destiny for children as they grow up: their educational achievements, their ability to secure an income, their influences on their own children, and their health in older age. We are reviewing the delivery of Early Years in RCT as part of the Welsh Government Regional Early Years Integration Project, involving parents, families and service users in future developments. This work is progressing at pace to develop an integrated service delivery model for the provision of Early Years Services for children aged 0-7 and targets for draft implementation from September 2018. This integrates with the Healthy People Objective detailed in the Cwm Taf Well-being Plan.

Substance Misuse is linked to a range of other problems including crime and disorder, antisocial behaviour, domestic violence, mental health issues and unemployment. We will work collaboratively with our partners to ensure that wherever an individual lives in Cwm Taf they are entitled to the same access and receive the same support, treatment and quality of service to ensure everyone receives the help and support they need and avoid problems escalating.

3. Rhondda Cynon Taf's children and young people will receive a great start in life

How our work reflects the sustainable development principles:

Having a good start helps children and young people to have high aspirations and to develop their full potential, not only academically but also socially and emotionally. This positive start will contribute to the longer term prevention of a wide range of social problems including unemployment and ill health.

Where children and young people are unable to live with their own parents, we will put in place the care arrangements, including specialist independent accommodation for care leavers, which will keep them safe and well. We have reviewed our current independent living programme for care leavers and will now use this to develop a new programme. We will continue to ensure that those young people who leave the care system are adequately prepared and are able to contribute to the communities they live in.

We continue to promote engagement with children looked after and have reviewed our communication methods based on the findings of the 'Bright Spots' survey which we carried out in February 2018, to ensure we are using the most appropriate method for the voice of the children and young people to be heard.

Working collaboratively with our partners in Merthyr CBC, to create a regional front door for fostering recruitment enquiries. This was approved by Cabinet in December 2018 and will be implemented in April 2019.

Council Priority:	PEOPLE - Promoting independence and positive lives for everyone
Lead Director:	Giovanni Isingrini

Measuring Success

Measures to support Priority 1 - Health & Social Care Services will be personalised and integrated, with more people supported to live longer in their own homes

PI Ref	Performance Measure	2016/17	2017/18		2018/19		Comments
		Actual	Actual	Wales Average	Target	Actual	
LSCA014	% of clients choosing their own service providers through Direct Payments	14.34	14.67	N/A	15.5	15.1	
LSCA101	Proportion of people assessed by adult social care in receipt of care and support plan	67.04	70.15	N/A	70.15	63.9	
Measure 20a SSOF20a	% of adults who completed a period of reablement & have a reduced package of care & support 6 months later	42.11	84.95	N/A ²	84.95	84.61	
Measure 20b SSOF20b	% of adults who completed a period of reablement & have no package of care & support 6 months later	77.23	77.63	N/A ²	77.63	73.22	Below target for Quarter 3. However, performance levels are considered high at just over 73%, with 566 out of 773 adults, who completed a period of reablement having no package of care and support 6 months later. Performance will continue to be monitored going forward.
LSCA102	No. of people admitted to residential or nursing care	456	417	N/A	400 (Qtr 3 Target - 300)	229	
SCA001	The rate of delayed transfers of care for social care reasons per 1,000 population aged 18 or over (All people 75+)	4.95	3.31	N/A	2.40	4.25	Below target for quarter 3 - there were 83 delays reported in quarter 3 compared to 47 targeted delays – a slight increase from 82 delays this time last year. The number of delays due to social work assessment has continued to improve but an increasing demand for home care as we support more people to live at home rather than residential care is putting pressure on supply and capacity in some areas of the County Borough at “peak call” times. Whilst this is being managed by Adult Social Care across care providers to minimise impact on delays awaiting commencement of care packages – numbers are higher than targeted. Performance will continue to be monitored going forward.
Measure 21 SSOF21	The average length of time older people (aged 65 or over) are supported in residential care homes	903.43	922.47	N/A ²	N/A	998.3	This is now baseline year data collection as the 2018/19 PI definition has changed the collection criteria, to exclude people who self-fund their place in residential care homes and have no care or support plan. The original published target of 922.5 is no longer relevant, and previous reported data is no longer comparable.
PAM015 PSR002	Average no. of calendar days taken to deliver a DFG	219	234	213	260	228	
PAM017 ³ LCS002b	No. of visits to local authority sports and leisure centres per 1,000 population where the visitor will be participating in physical activity	7,581	8,140	8,502	8369 (Qtr 3 Target - 6,300)	5,814 ³	Rhondda Fach Sports Centre usage affected by pool closure (approx. 23,000 up to Quarter 3). Hall usage at Rhondda Fach Sports Centre affected by closure of main hall (1,000 users). Pool closure at Abercynon Sports Centre (13,000 users). Changing room refurb at Rhondda Sports Centre (2,500 swim users). Required works at Rhondda Fach Sports Centre meant that the whole centre was closed for a period of 2 weeks as part of the refurb. The closure of the pool (above) and work to all areas has seen usage drop by 40,000 compared to last year at one site. This has also been impacted by the reduction in membership across all sites.
LLCS014 ³	No. of visits to local authority sports and leisure facilities per 1,000 population where the visitor will be participating in physical activity (New Local PI - includes school usage)	11,614	12,218	N/A	12,469 (Qtr 3 Target - 9,375)	6,637 ³	
LLCL010 (WPLSQ116a)	Number of visits to Public Library premises (Physical) during the year, per 1,000 population.	3,385	3,355	N/A	3,358.8 (Qtr 3 Target - 2519.1)	2,287	Overall visitor figures have again not recovered from the downturn experienced during the summer months. The quarter 3 position also reflects the fact that Tonypandy Library was closed early in December for refurbishment.
LLCL011 (WPLSQ116b)	Number of visits to Public Library premises (virtual) during the year, per 1,000 population.	N/A	318	N/A	518.3 (Qtr 3 Target - 371.4)	348	Although our performance remains below target there are a number of sites such as 'Ancestry' and 'Access to Research' whose visit numbers are added annually and this will boost our overall performance at the end of the year.

Footnotes:

² Comparative Data for 2017/18 Social Services PIs - awaiting release of comparative data

³ The year to date position has been restated to omit non-physical activity

Key:

Within Top Quartile performance for all of Wales	Performance met or exceeded target	Performance within 5% of the target	Performance below target
Within Bottom Quartile performance for all of Wales			

Bolded PIs denote that an existing Corporate Plan high level measure

Measures to support Priority 2 - Redesigned local services - integrated and efficient							
PI Ref	Performance Measure	2016/17	2017/18		2018/19		Comments
		Actual	Actual	Wales Average	Target	Actual	
LPPN169	Number and percentage of clients whose substance misuse for problematic substances is reduced, remains unchanged or abstinent between start and most recent review (Cwm Taf APB)	N/A	10,145 88.26%	N/A	86.5	89.78	
LCWR001a	Number of families with increased resilience following completed intervention with the Resilient Families Service	N/A	N/A	N/A	Baseline Year	218	
LCWR001b	% of families with increased resilience following completed intervention with the Resilient Families Service	N/A	N/A	N/A	Baseline Year	74	

Measures to support Priority 3 - Rhondda Cynon Taf's children and young people will receive a great start in life

PI Ref	Performance Measure	2016/17	2017/18		2018/19		Comments
		Actual	Actual	Wales Average	Target	Actual	
LSCC101	% of children & young people requiring intervention from statutory services	20	23.5	N/A	N/A	32	Data parameters have changed as a result of changes with the WCCIS requirements for this PI and is no longer comparable to previous years data or can be measured against the original target set. 2018/19 will be a baseline year to inform target setting for the 2019/20.
LSCC102	No. of children looked after (CLA)	690	676	N/A	655	679	
Measure 27 SSOF27	% of re-registrations of children on Local Authority CPR	9.4	8.10	N/A ²	8.00	7.2	
Measure 34a SSOF34a	% of all care leavers who are in education, training or employment (EET) at 12 months after leaving care	50	40.7	N/A	50.0	31.6	Performance has dropped to 31.6% of care leavers being in EET 12 months after leaving care. 26 out of 38 young people were not in EET and of these, 5 have since found a training programme or work placement and are about to start. Out of the remaining 21 young people: 9 are claiming ESA or actively job searching; 2 have learning disabilities preventing them from finding work or training programmes; 1 is unable to work due to mental health issues; 4 have young children to care for; 3 are not engaging; and 2 are in Prison.
Measure 34b SSOF34b	% of all care leavers who are in education, training or employment at 24 months after leaving care	53.3	49	N/A	53.0	24.4	Performance has dropped to 24.4% of care leavers being in EET 24 months after leaving care. 34 out of 45 YP were not in EET and of these, 9 have since found a training programme or work placement and are about to start. Out of the remaining 25 young people: 14 are claiming ESA or actively job searching; 1 has learning disabilities preventing them from finding work or training programmes; 3 are unable to work due to mental health issues; 3 have young children to care for; 1 is not engaging; 2 are in Prison; and 1 is not actively looking for work due to ill health.

Key:

Within Top Quartile performance for all of Wales	Performance met or exceeded target	Performance within 5% of the target	Performance below target
Within Bottom Quartile performance for all of Wales			

Bolded PIs denote that an existing Corporate Plan high level measure

Footnotes:

¹ Some Social Services PIs are not able to be reported in Q1 as a result of migration to the WCCIS data system (service management data available locally to support operational service delivery). A fuller suite of PI results will be available in Q2.

² Comparative Data for 2017/18 Social Services Pies have not been released yet and we do not yet have a confirmed date for release

Council Priority:	PEOPLE - Promoting independence and positive lives for everyone
Lead Director:	Giovanni Isingrini

Challenges and Opportunities linked to this Council Priority	1. Health & Social Care Services will be personalised and integrated, with more people supported to live longer in their own homes
Lead Officer	Neil Elliott

Actions that will deliver Priority 1	Milestones/Sub Actions that will help to achieve overarching Action	Delivery Date	Responsible Officer	Progress to date	Overall progress to date on Action
ADUP1A01 Deliver new accommodation models to improve outcomes for those individuals who need support to live independently Working jointly with Linc Cymru , deliver the Council's Extra Care Housing Development Programme and enable more people to live independently in their own home rather than institutional settings.	Deliver new extra care housing scheme at former Maesyffynnon care home site in Aberaman (scheme complete July 2019):				
	Commence on site construction	Jul-18	Stephen Williams	Complete	
	Deliver new extra care housing scheme at former Magistrates Court site in Pontypridd:				
	Agree scheme design	May-18	Jill Bow	Complete	Scheme signed off. Pre-planning consultation took place in June 2018.
	Liaise with scheme developer to ensure planning permission awarded	Oct-18 Revised Jan-19	Stephen Williams	On Target	Application submitted to Planning.
	Deliver new extra care housing scheme at former Ysbyty George Thomas hospital site in Treorchy:				
	Agree scheme design linking with Valley Life Proposal	Jul-18	Jill Bow	Complete	Draft design in place, pending further site investigations. LHB have been taken to Ty Heulog to provide real and accurate representation of the ethos of the extra care housing model
Liaise with scheme developer to secure planning permission	Jan-19 Revised Apr-19	Stephen Williams	On Target	Pre-planning consultation to be completed first - revised date for planning permission approval April 2019.	
ADUP1A04 Deliver new accommodation models to improve outcomes for those individuals who need support to live independently Continue to ensure that there are appropriate levels of modern fit for purpose housing and accommodation available for vulnerable people in the long term , that meets their needs and supported, where appropriate, by access to community facilities	Complete options analysis for the ongoing redesign of the supported living model to ensure efficient and effective supported accommodation; including options to effectively manage "stay back" days more efficiently:				
	Complete "Just checking" project and analyse findings to inform future support requirements and scheme configurations	Aug-18	Paul Evans	Complete	
	Finalise options analysis and draft strategy proposals, including implementation plan consideration and approval	Oct-18	Jill Bow	Not on Target	Draft accommodation strategy complete - revised target date for approval April 2019
ADUP1A04 Deliver Pen Llew Court sheltered housing scheme (Aberdare) redevelopment in partnership with Cynon Taf to create new supported living for people with learning disabilities Work with Ategi to explore opportunities to increase the availability of current shared lives provision and expand the model of care to offer support both short and long term to wider range of people who have an assessed need	Deliver Pen Llew Court sheltered housing scheme (Aberdare) redevelopment in partnership with Cynon Taf to create new supported living for people with learning disabilities				
	Agree scheme design	Apr-18	Jill Bow	Complete	
	Commence on site redevelopment works	Sep-18	Jill Bow	Complete	
	Complete the review of the existing Shared Lives SLA and redesign service specification in order to better promote service and the Shared Lives offer				
	Relaunch Shared Lives scheme to identify and recruit additional carers	Dec-18	Fran Hall	Complete	SLA has been reviewed in consultation with our Shared Lives provider, Ategi, and an increase in permanent placements have been agreed along with the need to maximise short term (respite).
				Complete	New agreements in place with Shared Lives Provider, Ategi. The numbers of long and short term placements have increased and recruitment of additional carers is ongoing.

Actions that will deliver Priority 1		Milestones/Sub Actions that will help to achieve overarching Action	Delivery Date	Responsible Officer	Progress to date	Overall progress to date on Action
ADUP2A01	Develop new community based models of service with a focus on early intervention and prevention , choice, control and independence Complete review of learning disabilities day services provision and prepare options analysis for the redesign of current provision to ensure that new models of support are high quality and cost effective	Finalise options analysis and draft proposals, including consultation plan and present to Cabinet	Dec-18	Neil Elliott	Target Missed	Whilst the service continues to redesign services to become more outcome focused, the draft report has been delayed to link to regional commissioning intent and co-produce options with the people who use services and their parents and carers. Workshops to held with all stakeholders in February and March 2019 to develop co-produced strategy and implementation plan - revised target date March 2019
ADUP2A03	Develop new community based models of service with a focus on early intervention and prevention, choice, control and independence Co-ordinated and integrated community based care and support teams for people with continuing health and social care needs that supports people within their local community and supports people outside a hospital setting where a referral for hospital based services or admission is not necessary. Provide high quality coordinated care in people's homes and communities.	Work with Merthyr and Health to develop a community response service (Stay well @home Phase 2) to prevent people being taken to hospital unnecessarily. (This would include responding to GPs, in and out of hours and WAST)				
		Undertake an options appraisal to consider the best way of delivering this new service model and draft proposals for consideration and approval	Dec-18	Luisa Bridgman	Complete	Model agreed - awaiting funding approval from Welsh Government
		Subject to above action, agree development programme and commence implementation	Jan-19	Luisa Bridgman	Complete	Draft model agreed. Awaiting confirmation of Transformational funding to start project development
ADUP2A03	Develop new community based models of service with a focus on early intervention and prevention , choice, control and independence	Finalise assistive technology strategy to inform the commissioning of a new model for equipment, assistive technology, community alarms and response services and obtain sign off by Cabinet	Mar-19	Luisa Bridgman	On Target	Draft model agreed. Awaiting confirmation of Transformational funding to start project development.
LPBP1A01	Deliver the priority investments for Leisure Centres, Parks and Playgrounds, Bereavement Services and Heritage and Visitor Attractions to increase participation in exercise and contribute to residents health and well-being	Deliver improvements to leisure centre changing rooms				
		Undertake work with Corporate Estates to prioritise works at each of the sites. (Sobell Leisure Centre and Abercynon Sports Centre)	Apr-18	Keith Nicholls	Complete	
		Undertake works and complete projects.	Oct-18	Keith Nicholls	On Target	Abercynon Sports Centre changing rooms completed in November 2018. Work to be completed in Sobell Leisure Centre Spring/Summer 2019.
		Deliver the Council's first indoor 3G pitch at Rhondda Fach Leisure Centre				
		Draw up specification in readiness for procurement.	Mar-18	Keith Nicholls	Complete	
		Undertake work and complete installation of 3G pitch.	Jul-18	Keith Nicholls	Complete	Work fully completed. Pitch available for hire from 22.10.18
		Use of the new 3G pitch by local schools, clubs and associations to develop a hub of community based sports activities	Sep 18 Revised Oct 18	Keith Nicholls Hywel George Gavin Bennett	Complete	Slight delay in pitch opening which took place in November 2018. Delay was related to the installation of the new hall curtain. Officially started to take bookings in January 2019 when the Lesiure Centre reopened following refurbishment.
LIBP2A04	Improve facilities at library premises to ensure they are fit for purpose	Improve facilities at Tonypandy library so that a wider range of activities can be facilitated there in partnership with Employment Mentors and Communities First staff.	Mar-19	Wendy Edwards	On Target	Work has commenced on the building and should be complete within the given timescale.

Actions that will deliver Priority 1		Milestones/Sub Actions that will help to achieve overarching Action	Delivery Date	Responsible Officer	Progress to date	Overall progress to date on Action
LIBP2A05	Introduce and promote the use of digital products and digital learning	Pilot the provision of tablets to mobile/housebound customers.	Mar-19	Menna James	Not on Target	There have been some delays due to resourcing this pilot. It is intended that this will now be undertaken in 2019/20.
ETCP3	To support the delivery of health protection and improvement initiatives in collaboration with partners, that support residents and communities to be healthier, safer and more resilient	Develop a Community based approach to the delivery of the Falls Prevention Programme to include the wider community	Mar-19	Amy Lewis	On Target	A Falls Awareness project began in Garth Olwg Lifelong Learning Centre in October 2018. Another Falls Awareness project began in Café 50, a community café in Pontyclun, in November 2018. Both projects are currently ongoing. Members of the community are encouraged to attend and the Council's social media channels have been used to advertise the projects.
		Ensure an effective evaluation of the Falls Prevention Programme is undertaken.	Mar-19	Amy Lewis	On Target	Funding from Cwm Taf University Health Board for formal evaluation of the Falls Awareness project has been confirmed to cover half of the costs. An initial meeting has been held with the University of South Wales to discuss a plan and timetable for evaluation. The formal evaluation is expected to begin early in 2019. A Health Impact Assessment has been carried out internally which concluded that the project was largely beneficial to participants, with several recommendations made to refine and develop the project.
		Work with Health to develop a model for Primary Care to adopt social prescribing of falls prevention, arts therapy and other interventions that promote well being and protect health.	Mar-19	Amy Lewis	On Target	A report mapping the Social Prescribing type initiatives that are taking place across the Public Health, Protection and Community Services department has been prepared and presented to Senior Management Team. It was agreed that the report would be presented to the Community Zones Strategic Group meeting for information and to discuss next steps. Report to be presented to the Strategic Group's meeting in January 2019.

Council Priority:	PEOPLE - Promoting independence and positive lives for everyone
Lead Director:	Giovanni Isingrini

Challenges and Opportunities linked to this Council Priority	2. Redesigned local services - integrated and efficient
Lead Officers	Paul Mee

Actions that will deliver Priority 2		Milestones/Sub Actions that will help to achieve overarching Action	Delivery Date	Responsible Officer	Progress to date	Overall progress to date on Action
CWRP1	Implement the Resilient Families Programme as the Council's prevailing arrangement for the delivery of family support in RCT, focusing on the opportunities available via the Regional Community Zones, Funding Flexibilities and Early Years Integration Projects alongside Welsh Government	Ensure the delivery of the family support is accessible in community locations by aligning the work of Resilient Families Programme partners with Community Zone and Community Hub operational developments.	Mar-19	Zoe Lancelott/ Geraint Evans	Complete	
		Actively seek opportunities through the Funding Flexibilities pilot to remove barriers to delivering fully integrated services to secure commitment from key partners to the Resilient Families Programme	Mar-19	Zoe Lancelott/ Geraint Evans	Complete	Proposal to develop single integrated delivery model based on Resilient Families Service approved by PSB and agreed by Funding Flexibilities Lead Officer Group.
CWRP3	Lead the delivery of effective visible pathways of support for young people and parents to support the work of the Resilient Families Service in building family resilience and delivering positive outcomes	Introduce, promote and communicate the Young Persons Support Framework to key stakeholders across RCT	Apr-18 and ongoing	Geraint Evans	Complete	YEPP information continues to be shared with key stakeholders via the Operational and Strategic SEET groups. RCT are also an active member of the regional and national YEPP forum.
		Roll out a single young people's resilience assessment tool and action plan template supported by workshops/sessions with key partners providing opportunity to discuss new paperwork and processes	May-18 and ongoing	Geraint Evans	Complete	Continue to meet with key partners and promote the young persons resilience assessment as a tool for assessing, monitoring and review outcomes for young people.
CWRP4	Review the delivery of Early Years in RCT as part of the Welsh Government Regional Early Years Integration Project	Develop an integrated service delivery model for the provision of Early Years Services for children aged 0-7 (future state pathway of services), including Cwm Taf Flying Start Health visitors in that scoping exercise	Jun 18 - Revised Target Apr 19	Nia Thomas	Complete	Mapping document complete and discussion underway with Health re: changes for SLA 2019-20
		Compare and combine future state pathway of services with Merthyr Tydfil County Borough Council and Cwm Taf UHB	Jul 18 - revised Target Sep 18	Nia Thomas	Complete	Mapping document complete and action plan completed.
		Share pathway and seek feedback from parents, families and service users	Aug 18 - revised Target Sep 19	Nia Thomas	On Target	
	Continue to develop and implement the Cwm Taf Integrated Substance Misuse Service model.	Milestones to follow	Mar-19	Paul Mee & Ceri Ford	On Target	

Council Priority:	PEOPLE - Promoting independence and positive lives for everyone
Lead Director:	Giovanni Isingrini

Challenges and Opportunities linked to this Council Priority	3. Rhondda Cynon Taf's children and young people will receive a great start in life
Lead Officer	Ann Batley

Actions that will deliver Priority 3		Ref	Milestones/Sub Actions that will help to achieve overarching Action	Delivery Date	Responsible Officer	Progress to date	Overall progress to date on Action
CHSP3 A03	Ensure that children that cannot live with their own parents live in suitable accommodation in RCT by identifying a range of placements that support children looked after and care leavers to achieve positive outcomes.	CHSP3A03M04	Undertake a review of the independent living programme for care leavers	Jun-18	Tracy Prosser	Complete	Independent Living Programme reviewed. Developing a revised independent living programme
		CHSP3A03M05	Develop an independent living programme for care leavers that incorporates the findings of the review and implement within the service.	Oct-18	Tracy Prosser	Complete	This has now been incorporated within the Housing Strategy
		CHSP3A03M06	Develop a accommodation model for 16+ that takes into account their particular vulnerabilities and needs, including emergency and single persons placements.	Dec-18	Tracy Prosser	Complete	Draft Housing strategy developed and out for consultation. Went to Scrutiny 9th January 2019.
CHSP3 A04	Promote engagement with children looked after and partner agencies to ensure coproduction and that the voice of the children and young people are heard	CHSP3A04M01	Review the current methods of communication used to engage CLA, care leavers taking into account the learning from the 'Bright Spots Survey'	Jul-18	Cath Tyler	Complete	Analysed key information in Bright Spots Survey and identified best communication methods
		CHSP3A04M02	Analyse information gathered in the review and develop a plan to ensure information gathered influences and is incorporated into any planned service developments within the Children Looked After Quality Assurance Group	Sep-18	Cath Tyler	Complete	
CHSP3 A01	Develop a plan to implement a Regional Fostering Service in line with the recommendations of the National Fostering Framework.	CHSP3A01M03	Work with partners to develop an implementation plan	Mar-19	Anne Marie Browning	On Target	A regional collaboration to create a front door for foster carer recruitment to be implemented 1st April 2019. Plan finalised as part of the Cabinet report presented at the meeting 18/12.

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Corporate Priority Action Plan Monitoring Report - Quarter 3 2018/19

Council Priority:	PLACE - Creating neighbourhoods where people are proud to live and work
Lead Director:	Chris Lee

1. Rhondda Cynon Taf will be amongst the safest places in Wales, with high levels of community cohesion, and residents feeling safe
How our work reflects the sustainable development principles:
<p>Promoting community safety, so people are not only safe in their homes and local areas but also feel safe, enables people to use and enjoy their local environment and has a significant impact on their well-being. Safety is a prerequisite for people being able to access many facilities and opportunities, for example, parks, green spaces and town centres and is closely integrated with other priorities such as promoting the ECONOMY and improving health and wellbeing as part of our PEOPLE priority.</p> <p>Our priority plan for 2018/19 closely integrates with the Cwm Taf Community Safety Delivery Plan 2018-21, and includes partner collaboration in actions to prevent crime and antisocial behaviour, as we know that by addressing the root causes of issues is the most effective way to address problems in the long-term. We continue to work in collaboration with our partners to prevent the re-offending of first time offenders through the DIVERT Programme, to address the underlying issues behind their behaviour and the consequences of their actions.</p> <p>Complex issues relating to antisocial behaviour, such as alcohol and drug misuse, can only be tackled effectively in collaboration with partner organisations. To promote a culture of responsible drinking in our communities, we have progressed implementation of a Public Space Protection Order (PSPO) for Alcohol Controls in RCT to aid the enforcement of irresponsible intoxicating substance use particularly in our town centres. We are also supporting the actions within the Pontypridd Community Alcohol Partnership (CAP). We are working with our partners, South Wales Police, schools, licensees and the local community to reduce underage drinking by raising awareness with residents of the impact on communities and work to reduce young people's access to alcohol. The involvement of local people is vital to the promotion of community safety and cohesion.</p> <p>We have also continued our work with schools and colleges to raise awareness of hate crime and how to report it. We are also delivering initiatives to educate residents on road safety to prevent accidents, for example, Bicycle Training Courses and Pass Plus Cymru. Our mobile camera enforcement at schools has been implemented and will ensure pupil safety and deter illegal parking.</p>

2. Rhondda Cynon Taf's parks and green spaces will continue to be valued by residents
How our work reflects the sustainable development principles:
<p>Local people identified wildlife, the local landscape quality and outdoor activity as important to their well-being. Well-maintained and accessible outdoor spaces provide opportunities for physical activity and relaxation, contributing to preventing a variety of physical and mental health conditions.</p> <p>We are actively progressing grant funding to improve our parks and open spaces, for example, the continuing development of the Heritage Lottery Fund Parks for People application for Ynysangharad War Memorial Park. This includes further consultation to involve residents in decision making; the development of a heritage and horticulture zone to provide opportunities for training and apprenticeships; provide a vibrant visitor offer focusing on culture as well as active recreation, and assist in the regeneration of Pontypridd Town Centre. Work this year also includes collaboration opportunities with local schools, including Pontypridd High School where pupils have been making repairs to the Bandstand dry-stone wall, and RCT Learning Curve, to undertake planting work.</p> <p>Many people are passionate about their local parks and countryside and we will involve communities in developing and protecting our green spaces. We have supported a successful grant bid to Pen-Y Cymoedd for a 'Splash Pad' at Aberdare Park, and continue to support 'Friends of' groups to apply for additional funding to support community activity.</p> <p>Our parks and green spaces serve a wide variety of purposes and it is important that we balance the differing needs of residents whilst also protecting and enhancing the natural environment. Through delivery of the biodiversity duty and action plan we will manage natural resources by mainstreaming biodiversity, as we know it is essential for our long-term future, as we rely heavily on a great variety of organisms for the production of food, materials and medicine. The protection of natural habitats will feature in our plans, and biodiversity will be integrated into plans for new housing estates ensuring that wildlife mitigation features to protect our trees, hedgerows, meadows and wildlife corridors. We will also develop and increase the number of sites providing wildflower and pollinating insect habitat, through grassland and grass verge management. In addition, in collaboration with our partners Natural Resources Wales, South Wales Fire and Rescue and the Wildlife Trust, we have plans to develop an area in Llantrisant as part of 'Healthy Hillside', to manage the hillsides for biodiversity and reduce the risk of wildfire. This activity will help to safeguard the biodiversity of the area for future generations.</p>

3. More involved and resilient communities

How our work reflects the sustainable development principles:

Community involvement can be a powerful tool in preventing or tackling many of the issues people face.

We continue to develop capacity in communities and promote shared use of community buildings through a collaborative approach between public, private, voluntary and community sectors. Community 'hubs' in Mountain Ash and Rhondda Fach (Ferndale) are being established to deliver integrated services at a local level. We are involving residents of these communities in development at all stages. We also continue to encourage and collaborate with local communities and groups (new or existing) to become empowered and active citizens by delivering services and managing local buildings in their local area, doing this in a planned way, identifying what services are needed, and who is best placed to deliver.

Social isolation is a barrier to well-being and we continue to break down the barriers that create isolation in as many ways as we can, including intergenerational projects where we bring residents of all ages together to learn from each other and help them to value the contributions others make to communities. 'Digital Fridays' in our libraries helps people, particularly older residents, to learn or maintain IT skills that will give them sense of achievement, bring them into contact with others and help them to share their skills and knowledge in their communities.

Our libraries are also an important resource to our residents' health and well being. There is a large evidence base both within RCT and nationally of the positive effects of libraries on health and well-being and socialisation. We continue to improve facilities so that libraries can be utilised by communities.

We remain committed to supporting the target for growing the number of people able to speak Welsh in Rhondda Cynon Taf, and our 5-year strategy continues to focus on improving and promoting the opportunities to learn and use Welsh within the Council and in improving the provision of services within the communities through the medium of Welsh.

The provision of suitable and affordable housing has a significant role to play in the prevention of people going into hospital or experiencing other issues that negatively affect health and wellbeing. We continue to implement a new housing allocations scheme to improve the way people access social housing.

4. Rhondda Cynon Taf's local environment will be clean and attractive, with well-maintained roads and pavements, flowing traffic, increased recycling and less waste sent to landfill

How our work reflects the sustainable development principles:

Good transport infrastructure is of great benefit to residents, businesses and visitors. We continue to invest in highways, footways, structures, drainage improvements and flood alleviation schemes as part of the wider 'RCTinvest' scheme. These improvements integrate closely with our other Well-being objectives, by supporting the local Economy through improved logistics, making the area more attractive to business and investment; and People by promoting active travel, improving people's health and promoting independence by making it easier for them to access local services and amenities.

Although highways development is crucial to the prosperity of the area in the short and medium term, we are balancing this necessary development with investment in long-term strategies to find viable alternatives to car use. This includes delivery of safe community routes for walking and cycling, including designing safe routes for our children to travel to school and strategic improvements to public transport such as the A4119 bus corridor to decrease journey times and encourage people to switch to more sustainable forms of transport. We are also undertaking bridge works at St Albans Bridge and Pont Rhondda Bridge and will commence construction of the Mountain Ash Cross Valley Link.

Reducing, reusing and recycling our waste is vital to reduce the environmental impact of our activities to safeguard our landscape, wildlife and natural resources for future generations. Gases produced by waste in landfill release gases that play a part in climate change, and some waste, like certain kinds of plastic, cannot be broken down and causes damage to important ecosystems. We are committed to increasing recycling levels and achieving the 70% recycling target set by Welsh Government for 2024/25, and this quarter 60.87% of our waste has been recycled. We can only achieve our national target by involving residents and the community, supporting them with clear information on how to recycle and ensuring they understand the long term benefits.

The cleanliness of their local area is extremely important to many people, and we have continued to review the effectiveness of our street cleaning operations to enable quicker responses when problems are identified. We have continued to work with local schools, community groups, The University of South Wales and PCSOs to raise awareness of the personal and environmental issues these environmental crimes can cause, and encourage all parts of the community to take pride in their local area.

Council Priority:	PLACE - Creating neighbourhoods where people are proud to live and work
Lead Director:	Chris Lee

Measuring Success

Measures to support Priority 1 - Rhondda Cynon Taf will be amongst the safest places in Wales, with high levels of community cohesion and residents feeling safe								
PI Ref	Performance Measure	2016/17		2017/18		2018/19		Comments
		Actual	All Wales Average	Actual	All Wales Average	Target	Actual	
NSW001	% of people reporting that they feel safe [National Survey for Wales Data]	N/A		69.00	N/A	For information only	N/A	Reported in Q4
LPPN163	% of residents surveyed in targeted town centres who feel unsafe (NEW)	N/A		N/A	N/A	25	N/A	Reported in Q4
LPPN127	% of vulnerable repeat victims of anti-social behaviour (ASB) that feel safer as a result of intervention	87	N/A	91	N/A	N/A (Annual Target 90)	92.86	For information only. Reported against annual target at year end.
LPPN154	% of 18-25 year olds accepted into the programme who do not reoffend within 6 months of completing the intervention	100	N/A	96.45	N/A	N/A (Annual Target 95)	94.55	For information only. Reported against annual target at year end.
LPPN155	% of people receiving training on hate crime who report an increased awareness of hate crime reporting procedures	N/A	N/A	98	N/A	N/A (Annual Target 90)	89.51	For information only. Reported against annual target at year end.

Measures to support Priority 2 - Rhondda Cynon Taf's parks and green spaces will continue to be valued by residents								
PI Ref	Performance Measure	2016/17		2017/18		2018/19		Comments
		Actual	All Wales Average	Actual	All Wales Average	Target	Actual	
LLCS016	% of residents satisfied with our parks and open spaces for leisure, enjoyment and sport [Survey Data]	86	N/A	Not Available	N/A	≥86	N/A	Reported in Q4

Measures to support Priority 3 - More involved and resilient communities								
PI Ref	Performance Measure	2016/17		2017/18		2018/19		Comments
		Actual	All Wales Average	Actual	All Wales Average	Target	Actual	
LLSD002	% of residents satisfied with the County Borough as a place to live [Survey Data]	85	N/A	80	86	≥80	N/A	Reported in Q4
PAM012	% of households successfully prevented from becoming homeless	N/A	N/A	74.7	66.4	70	66	Increased numbers of clients at risk of homelessness has created heightened demand in the service (which in turn has kept the prevention performance indicator for Qtr 3 at 66%). With a number of successful prevention cases held over until January and improved communications with our support worker partners, it is anticipated the 70% target will be met by year-end.

Key:

Within Top Quartile performance for all of Wales	Performance met or exceeded target	Performance within 5% of the target	Performance below target
Within Bottom Quartile performance for all of Wales			

Bolded PIs denote that an existing Corporate Plan high level

Measures to support Priority 4 - Rhondda Cynon Taf's local environment will be clean and attractive, with well-maintained roads and pavements, flowing traffic, increased recycling and less waste sent to landfill

PI Ref	Performance Measure	2016/17		2017/18		2018/19		Comments
		Actual	All Wales Average	Actual	All Wales Average	Target	Actual	
PAM020 LTHS011a	The percentage of principal (A) roads, that are in overall poor condition	5.6	3.7	5.2	3.7	4.9	4.9	
THS012	The percentage of principal (A) roads, non-principal (B) roads and non-principal (C) roads that are in overall poor condition	7.2	11.2	5.7	N/A	5.6	4.8	
PAM031 WMT004b	% of municipal waste sent to landfill	2.16	9.50	1.76	11.0	5.00	3.56	
PAM030 WMT009b	% of municipal waste collected by local authorities and prepared for reuse and/ or recycling, including source segregated bio wastes that are composted or treated biologically in another way	64.41	63.81	61.31	62.67	63.00	60.87	There is a drop in recycling in quarter 3 as there has been less green waste and performance is being affected by the ongoing issues with wood recycling. In addition, recycling can only be included as part of the performance indicator further to it being processed - December's tonnage is lower as not all relevant processing has been undertaken at the time of reporting. It is expected that performance will improve by year end when all processing has been undertaken.
PAM043	Kilograms of residual waste generated per person (NEW)	N/A	N/A	N/A	N/A	NEW	N/A	Reported in Q4
PAM010 STS005b	% of streets that are clean	99.4	96.5	99.4	95.8	95.00	100	
LLSD003	% of residents satisfied with the condition of roads and pavements [Survey Data]	36	N/A	N/A	N/A	≥36	N/A	Reported in Q4
PAM035	Average number of working days taken to clear fly tipping incidents {NEW}	N/A	N/A	N/A	N/A	5 Days	2.27	
PAM011 STS006	% of reported fly tipping incidents on relevant land cleared within 5 working days	96.87	95.26	96.94	95.08	95.00	97.60	

Key:

Within Top Quartile performance for all of Wales	Performance met or exceeded target	Performance within 5% of the target	Performance below target
Within Bottom Quartile performance for all of Wales			

Bolded PIs denote that an existing Corporate Plan high level measure

Council Priority:	PLACE - Creating neighbourhoods where people are proud to live and work
Corporate Priority Action Plan Monitoring	Chris Lee
Challenges and Opportunities linked to this Council Priority	1. Rhondda Cynon Taf will be amongst the safest places in Wales, with high levels of community cohesion, and residents feeling safe
Lead Officer	Paul Mee

Actions that will deliver Priority 1	Milestones/Sub Actions that will help to achieve overarching Action	Delivery Date	Responsible Officer	Progress to date	Overall progress to date on Action	
ETCP2A0 1	Support effective partnership working in Cwm Taf in relation to Community Safety to promote Rhondda Cynon Taf as a safe place to live with high levels of community cohesion to improve Community Safety for the population	Effectively contribute to the delivery of identified actions in the Cwm Taf Community Safety Delivery Plan 2018-21. The Delivery Plan priorities are 1. Reduce the impact of alcohol and drug misuse on our communities; 2. Divert offenders and reducing re-offending; 3. Tackle violence against women, domestic abuse and sexual violence; 4. Promote safe and confident communities; 5. Protect vulnerable groups from harm and victimisation; 6. Improve our environment by reducing environmental crime.	Mar-19	Gary Black and Louise Davies	On Target	The new reporting process has been implemented and updates received from all relevant partners. The performance update was presented to the Cwm Taf Community Safety Partnership Board on the 8th November and was very well received. Further updates will be presented at scheduled meetings in February of the Partnership Board and the Crime and Disorder Scrutiny Committee.
		Work with Community Safety Partners to identify appropriate, evidence based communication methods for targeted audiences and communities.	Mar-19	Gary Black	On Target	A free Community Newsletter 'People Patrol' has been re-launched focussing on events relating to anti-social behaviour, crime and safety issues affecting communities. This is a joint project with South Wales Police and the South Wales Fire and Rescue Service. We are also working to better understand our community audience, ensuring that we are using the correct media to connect with people in various communities across Cwm Taf. This will be informed by work currently being undertaken by SWP using the Mosaic marketing segmentation tool.
		Develop a Partnership Strategy to deliver improved communication and engagement with the community, particularly on community safety matters to promote awareness of actions and what we have achieved (i.e. "You Said - We Did" etc.)	Mar-19	Gary Black	On Target	There are currently over 1,000 subscribing to the newsletter via email. Seven bulletins have been produced to date. A review meeting with partners is scheduled with partners during January 19 and discussions will include increasing subscriptions through engagement events.
	Improve hate crime awareness					
		Develop in consultation with Schools a programme of training and awareness sessions to be delivered throughout the year.	Mar-19	Gary Black	On Target	A programme of training and awareness sessions are in place and have been delivered to Year 6 and 7 pupils throughout schools in RCT. These sessions are ongoing and will take place throughout the school year.
		Deliver a programme of hate crime awareness sessions across communities, in all settings including schools and colleges, to increase Hate Crime Awareness.	Mar-19	Gary Black	On Target	Hate Crime awareness sessions have taken place in schools, colleges and community settings. There was an increased focus during Hate Crime Awareness week in October, and these sessions have continued to take place in community settings.
		Evaluate the effectiveness of the training and awareness sessions with participants in the programme (ongoing evaluation during year).	Mar-19	Gary Black	On Target	The evaluation process has taken place in all the school sessions that have taken place. This process has been agreed with school staff and is aimed at the target audience (11 and 12 year olds). A separate evaluation process has been designed to utilise during the sessions with adults and older teenagers. The results form part of our quarterly performance reporting.

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Actions that will deliver Priority 1		Milestones/Sub Actions that will help to achieve overarching Action	Delivery Date	Responsible Officer	Progress to date	Overall progress to date on Action
ETCP2A0 2	Support effective partnership working in Cwm Taf in relation to Community Safety to promote Rhondda Cynon Taf as a safe place to live with high levels of community cohesion to improve Community Safety for the population	Continue to deliver the DIVERT work programme to focus on first time offenders aged 18-25 and offer support to low risk repeat offenders to reduce re-offending and work with the Police and Crime Commissioner to evaluate its effectiveness	Mar-19	Gary Black	On Target	The Divert 18-25 project continues to be a success, with 96% of individuals who have completed the programme not going on to reoffend within 6 months of completing the programme. The project is currently an integral part of the Cwm Taf offender management process and a presentation was delivered to the Public Service Delivery, Communities & Prosperity Scrutiny Committee on 25th October 2018.
		<u>Protect anti social behaviour victims from harm and reduce repeat behaviour from ASB perpetrators.</u> Deliver new ASB Intervention Plan during the year with partners with actions to include improved youth engagement, early identification of underlying causes of adult ASB and restorative approaches with schools.	Dec-18	Gary Black	Complete	The ASB intervention plan is in place and proving to be very effective in intervening with perpetrators at an early stage. There are excellent working relationships in place between the ASB team, Youth Offending Service, Education, Safeguarding, South Wales Police and other external partners. The success of the intervention plan has led to us developing it even further with Education, ensuring we are identifying vulnerability at an early stage and putting measures in place to steer the individual away from the Criminal Justice System. A formal presentation to the school Head teachers is scheduled for March 2019
		With partners, develop an intelligence led approach to tackling ASB associated with illegal off road use.	Dec-18	Gary Black	Complete	The RCT Community Safety Officer has worked closely with partners and developed an effective strategy to dealing with illegal off road use. The strategy is intelligence based and runs alongside the Anti Social Behaviour process. High visibility, intelligence led operations have taken place throughout Rhondda Cynon Taf and this has led to a reduction in illegal off road use incidents being reported.
ETCP2A0 1	Support effective partnership working in Cwm Taf in relation to Community Safety to promote Rhondda Cynon Taf as a safe place to live with high levels of community cohesion to improve Community Safety for the population	<u>Work with partners to promote a culture of responsible drinking in our communities</u> Following the decision of Cabinet and the public consultation on Public Space Protection Order for Alcohol Controls, implement the PSPO and ensure effective monitoring and enforcement with the Police.	Sep-18	Gary Black and Louise Davies	Complete	
		Deliver the action plan to support achievement of the objectives of the Community Alcohol Partnership launched in Pontypridd in early 2018. This will include consultation with young people and school awareness days, engagement with businesses, education of parents, carers and teachers about the harms of underage drinking, and development of diversionary activities to reduce underage alcohol use and associated anti social behaviour.	Mar-19	Gary Black	On Target	The action plan continues to be adhered to and the initiative is proving to be a success alongside the PSPO currently in place in Pontypridd. The Dragons Den competition has taken place and was also a success. The successful team designed a poster outlining the dangers of irresponsible drinking, and this poster is going to be used in a national campaign for the Community Alcohol Partnership
CSTP5A0 1	Work in partnership with the Welsh Government and other stakeholders to deliver road safety education.	To facilitate and deliver a programme of Road Safety initiatives - cycle training courses to National Standards, Kerbcraft, Pass Plus Cymru, Mega Drive and Mature Drivers.	Mar-19	Charlie Nelson / Jessica Lonergan	Complete	
HDCP4A0 1	Effectively enforce on and off-street parking restrictions	Implementation of mobile camera enforcement at school 'Keep Clear' areas and Bus Stops.	Sep-18	A. Critchlow	Complete	Implemented on time and in line with budget

Council Priority:	PLACE - Creating neighbourhoods where people are proud to live and work
Corporate Priority Action Plan	Chris Lee
Challenges and Opportunities linked to this Council Priority	2. Rhondda Cynon Taf's parks and green spaces will continue to be valued by residents
Lead Officer	Dave Batten

Actions that will deliver Priority 2		Milestones/Sub Actions that will help to achieve overarching Action	Delivery Date	Responsible Officer	Progress to date	Overall progress to date on Action
LPBP4A0 1	Progress grant funding to support a programme of redevelopment that will make a lasting difference for heritage, people and communities.	<u>Ynysangharad War Memorial Park as part of the Heritage Lottery Fund 'Parks for People' initiative</u> Develop essential key documentation to support the submission of a Stage 2 application in August 2019, including Management and Maintenance Plan, Biodiversity Action Plan and Digital Output and Interpretation Plan	Mar-19	John Spanswick Michelle Gibbs	On Target	Required documents being developed in draft for the 31st March 2019. Update meeting with HLF to take place in Qtr 4.
		Develop and deliver a Consultation and Stakeholder Engagement Plan as part of the Development Phase	Oct-18	Michelle Gibbs	Complete	Consultation and Engagement Strategy completed in draft. Ongoing review of draft document to link with other essential documents prior to meeting HLF in Qtr 4.
		Develop a new "Friends of" group and provide support to apply for additional funding, including Welsh Church Act, Big Lottery etc., as part of match funding requirement	Mar-19	Michelle Gibbs	On Target	Group constituted. Delivered the 'Poppies in the Park' project. Reviewing potential funding applications.
		<u>Rhondda Heritage Park</u> Develop and submit a stage 1 application to HLF Heritage Grants programme (community oral history project)	Aug-18	Chris Richards Michelle Gibbs	Complete	Submission unsuccessful. Advised to resubmit in 2019/20.
LPBP4A0 2		Provide support to the existing "Friends of" group to identify and apply for external funding to support the HLF submission	Mar-19	Chris Richards Michelle Gibbs	Complete	Linked to the milestone above. Support will be provided to review original submission for resubmission in 2019/20
LPBP4A0 3		<u>Friends of Aberdare Park</u> Support the group to submit the stage 2 application to Pen-Y-Cymoedd for the proposed Splash Pad (alongside exploring other external funding opportunities)	Dec-18	Michelle Gibbs	Complete	Group successful in being awarded grant funding for 50% of total project costs.
LPBP5A0 4	Improve communication, marketing and promotion of services	<u>Parks and Countryside social media</u> Set up a Parks and Countryside Facebook page in partnership with ICT and Corporate Marketing Team.	Sep-18	John Spanswick	Not on Target	Further work required to scope work and assess potential benefits (and if appropriate, set revised timescales)
LPBP5A0 5		<u>Increase the number of Parks and green spaces with Green Flag status</u> Submit applications to retain status for Ynysangharad Park and Taffs Well Park (that will positively support the promotion of the parks).	Apr-18	John Spanswick	Complete	Ynysangharad Park and Taffs Well Park retained their Green Flag status
LPBP5A0 5		Submit new applications in respect of Aberdare Park and Dare Valley Country Park (that will positively support the promotion of the parks)	Apr-18	John Spanswick	Complete	Aberdare Park and Dare Valley Country Park achieved Green Flag status. In total, 8 parks and open spaces were awarded Green Flag status.

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Council Priority:	PLACE - Creating neighbourhoods where people are proud to live and work
Corporate Priority Action Plan Monitoring	Chris Lee

Challenges and Opportunities linked to this Council Priority	3. More involved and resilient communities
Lead Officer	Chris Lee

Actions that will deliver Priority 3		Milestones/Sub Actions that will help to achieve overarching Action	Delivery Date	Responsible Officer	Progress to date	Overall progress to date on Action
	Undertake a review of the current RCT together process to develop a new process that will be aligned to the development of Community Zones and Hubs	Create a task and finish group that will produce an RCT Together Community Zone document for each of the 10 proposed Community Zone areas. The document will provide officer recommendation on the potential to: <ul style="list-style-type: none"> • Inform the Council's development of its Community Hub and associated Neighbourhood Network model within a Zone by identifying potential hub and spokes • Ensure that only RCT Together Community Asset Transfer cases which strategically align and support the key Council priorities as laid out in the Cwm Taf Well-being plan are progressed. These will need to be evidenced and based on identification of unmet and or emerging needs. • Ensure any RCT Together Tenancy agreements are accompanied by an SLA which ensures they positively contribute to assisting and supporting the Neighbourhood Network. 	Dec-18	Claire Hutcheon	Complete	10 Community Hub reports complete and monitoring arrangements to support RCT Together applications, Community spokes and Community hubs.
CWRP5A02	Develop and implement both the Children Zone pilot and the development of Community Hubs across RCT alongside the RCT Together programme	Work with partners to develop and implement Community Hubs at Mountain Ash and Rhondda Fach (Ferndale) and provide quarterly progress reports to the Cwm Taf Community Zone Strategic group during the year	Quarterly	Claire Hutcheon	On Target	Capital work started on both Mountain Ash and Ferndale Community Hubs. Ongoing Rhondda Fach and Mountain Ash Community Hub meetings taking place.
		Develop proposals for the phased implementation of further community hubs within the County Borough and report to Cabinet for consideration	On-going	Claire Hutcheon	Complete	10 Community Hub reports complete and shared with Director. Further meeting arranged in January to share with portfolio holder
LIBP2A01	Improve the quality, range of services and use of the Council's Library Service	Undertake a public consultation exercise on proposals for the Mobile Library Service and Housebound Service (as agreed by Cabinet on 22/3/18)	Jul-18 Revised Sep-18	Wendy Edwards	Complete	Consultation complete and this information was included in the report to Cabinet on 20th September 2018. Cabinet subsequently approved the recommendations and further engagement will follow to help inform suitable locations for mobile library stopping points.
		Report the findings of the consultation exercise to Cabinet and seek Cabinet's decision around the proposals for the Mobile Library Service and Housebound Service (and thereafter implement Cabinet's decision(s))	Sep-18	Wendy Edwards	Complete	
LIBP2A05	Introduce and promote the use of digital products and digital learning	Utilise digital technology to improve services available to users				
		Trial the use of self service kiosks in a selection of libraries	Mar-19	Nick Kelland	On Target	Staff have visited other Library services that use this technology to discuss issues surrounding their acquisition and use.
		Hold a series of exhibitions to promote e-books, and to support customers to download the books.	Mar-19	Nick Kelland	On Target	
	Expand the delivery of Digital Fridays to include all libraries and work with partners to ensure a range of workshops and courses are available to increase customer understanding of digital products.	Mar-19	Richard Rees	Complete	Digital Fridays now at all RCT branch libraries.	
LIBP1A03	Increase the number of visits to libraries by attracting new customers and further enhancing provision.	Ensure the Digital Photographic Archive and Our Past websites are fit for purpose and user friendly.	May-18 & Ongoing	Menna James	On Target	A review of the current provision has been undertaken and a report is currently being prepared.

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Actions that will deliver Priority 3		Milestones/Sub Actions that will help to achieve overarching Action	Delivery Date	Responsible Officer	Progress to date	Overall progress to date on Action
LIBP2A01	Improve the quality, range of services and use of the Council's Library Service	Enhance the facilities available at Tonypany Library through the creation of a community room, two consultation rooms and an IT suite	Mar-19	Wendy Edwards/ Nick Kelland	On Target	
		Hold 3 'Keep in Touch' meetings at libraries – 1 each in Rhondda, Cynon and Taf areas to listen to customers and address any issues raised.	Sep-18 Revised Mar-19	Wendy Edwards/ Nick Kelland	On Target	Consultation meetings have been undertaken in Rhondda and Cynon that replaced the Keep in touch meetings. A meeting in Taf will be scheduled before the end of March.
WLS5A02	Monitor the implementation of the 5 Year Strategy and Action Plan for the promotion and facilitation of the Welsh Language in the county	Support the target for growing the number of people able to speak Welsh in Rhondda Cynon Taf of 1.66% growth per annum until 2021 through: 1. Welsh Language Unit and HR colleagues to embed Level 1 Welsh Language Training for all new starters and movers employed by RCT Council. 2. Level 2 + Welsh language speakers employed by the Council to be supported for continuous language development via in-house Welsh language tutor 3. Continue to develop initiatives that create an environment which fosters the use of Welsh by staff, e.g. badges, posters, lanyards, use of Cymraeg logo on e-mail and intranet, e-mail signatures and out-of-office messages	1. Apr - Dec 18 2. Ongoing 3. Apr - Dec 18	Wendy Edwards/ Steffan Gealy	Complete	Level 1 Welsh Language training has now been embedded for all new starters employed by the Council and we continue to offer tailored support to staff to develop their language skills in line with the requirements of their roles.
		Build on delivering further Welsh medium activities via Council services through working collaboratively with the Urdd, Mudiad, Early Years and Menter Iaith focusing in particular on pre-school and school age residents. 1. Welsh Language Services, Leisure Services and Urdd to agree a process for delivering Welsh medium swimming lessons in the RCT's main pools with the aim of starting in the 18/19 academic year. 2. Explore further opportunities to deliver Welsh medium aquatic activities through the medium of Welsh in collaboration with Mudiad 3. Welsh language training to be delivered in RCT Council childcare settings in order to increase the use of Welsh language within settings 4. Welsh Language Services staff to support Menter Iaith in delivering high profile activities such as Party Ponty	(1) Sept 18 (2) June 18 (3) From Sept 18 (4) July 18	Wendy Edwards / Steffan Gealy	Complete	Welsh medium swimming lessons are now being delivered in Llantrisant, with the aim of extending delivery into other areas. We are currently in discussions with Mudiad to introduce pre-school activities in leisure pools through the medium of Welsh, so there can be a continuation of activities at the same locations across age groups. The Welsh language tutor is working with the Early Years Service to improve Welsh language delivery in early years settings e.g. Flying Start. Cross cutting Corporate support is provided to Menter Iaith to deliver the annual Party Ponty event.
ART2A02	Maintain and develop a programme of community engagement within the theatres and on an outreach basis and deliver a high quality, balanced, exciting and thought provoking programme	Produce an RCT Theatres Co-production Plan of work created with and for our communities, particularly children, young people and their families, involving companies and artists in residence at the Creative Hub in the Park & Dare Theatre.	Dec-18	Angela Gould	Complete	Artistic programme developed with a focus on communities, young people and families. Productions have included 'Ned and the Whale' and the pantomime 'Jack and the Beanstalk'.
ART3A01 & 2	To celebrate the 80th anniversary of the Coliseum Theatre	Develop and deliver an artistic programme to celebrate the 80th Anniversary of the Coliseum Theatre.	Mar-19	Angela Gould	On Target	Key events identified as part of the 80th anniversary celebrations. This has included the Coliseum 80th Birthday exhibition delivered at Cynon Valley Museum; the screening of an Artis film in October; and a BBC Radio Wales interview with Roy Noble recorded at Coliseum Theatre. The scheduled Gala Concert was postponed due to bad weather and took place in January 2019.

Actions that will deliver Priority 3		Milestones/Sub Actions that will help to achieve overarching Action	Delivery Date	Responsible Officer	Progress to date	Overall progress to date on Action
RGNP3A01	Assist the development of employment and housing, through partnership working, to maximise the delivery of homes and jobs, supporting the economy	Facilitate housing development through the launch of a pilot version of the 'Plot Shop' initiative aimed at facilitating self and custom build housing	Aug-18	Simon Gale	Complete	Development of the plot shop initiative has been completed. Plot Shop initiative presented to Joint Cabinet in October and next steps now being considered.
RGNP3A02	and ensuring a range of homes (affordable, market, adapted, re-use of empties and innovative) are developed. Enable relevant landowners (including Welsh Government) to promote development on their sites.	Review approach to the provision of adapted housing supply in the County Borough and present findings and recommendations to Cabinet	Mar-19	Jennifer Ellis / Derek James	Not on Target	First draft of the review has been completed but will not be presented to Cabinet this financial year. This action will be carried forward to 2019/20.
RGNP4A01	Deliver the Council's Affordable Warmth Strategy	Subject to Cabinet Approval, launch Affordable Warmth Strategy	Sept-18	Jennifer Ellis / Derek James	Not on Target	A draft Affordable Warmth Strategy has been completed but will not be presented to Cabinet this financial year. This action will be carried forward to 2019/20.
		Deliver priorities of Affordable Warmth Strategy through consultation and engagement with key stakeholders and delivery partners	Mar-19	Jennifer Ellis / Derek James	Not on Target	The Council is currently working with Arbed am Byth to consider the next 'pipeline' schemes to be nominated for future schemes. EON has been selected as the Council's Warm Homes Fund Bidding Partner but due to additional off gas mapping work required, the bid will not be ready for the February deadline and so a potential project will be scoped out for the next round of bidding (round 4) in July 2019 to maximise the chances of a successful bid . Revised delivery date 2019/20
ETCP52A01	Implement new Housing allocation Scheme to help improve the way people access social housing	Review and propose up dates to the Council's Housing Allocation Scheme and report to Cabinet for consideration	May-18	Jennifer Ellis	Complete	
		Subject to Cabinet approval, launch an up dated Housing Allocation Scheme	Sep-18	Jennifer Ellis	Complete	Approved by Cabinet 10th May 18
MPCP1A01	Engage with residents and service users effectively	Review, promote and refresh Citizens' Panel membership	Jul-18	Chris Davies	Complete	New refreshed Citizen Panel in place.
		Invite Citizens' Panel Members to identify particular areas of interest	Sep-18 Revised Mar-19	Chris Davies	On Target	Consideration is being given to how this can be undertaken in a meaningful way with the existing panel.
		Launch new 'Decisions' social account covering Cabinet, Council, Scrutiny and Regulatory Committees	Sep-18 Revised Mar-19	James Whitehurst		Enhancements made to the Council's website adequately address this area - as such, no requirement to progress this action
		Launch new 'RCThelp' twitter feed, embedded within CRM, to deal with customer care related issues rather than through the @RCT Council account	Mar-19	James Whitehurst		Following review it was decided that this should no longer proceed due to possible impacts on service delivery
ETCP1A03	Work collaboratively with external providers to provide an effective and efficient animal control service for residents in RCT.	Evaluate the impact of the new kennelling arrangements with Hope Rescue one year after transfer of service	Jul-18	Neil Pilliner	Complete	The report outlining the evaluation of the impact of transferring the Council's kennelling facility was discussed at Health and Well-being Scrutiny Committee on the 06/11/18 and positive feedback was received on the improved outcomes of service provided by Hope Rescue. Request made to promote Hope Rescue work where possible and further visit to be arranged in future to check progress.

Actions that will deliver Priority 3		Milestones/Sub Actions that will help to achieve overarching Action	Delivery Date	Responsible Officer	Progress to date	Overall progress to date on Action
HOUP6A01	Further Improve our Housing Services to provide enhanced housing options and support for vulnerable groups to prevent homelessness and reduce the use of temporary accommodation”.	Development and adoption of a new Homelessness Prevention Strategy	Dec-18	Cheryl Emery	Complete	Homeless Strategy approved by Cabinet 18th December 18
		Deliver the programmes and monitor the effectiveness of the Transitional Housing and Homelessness Prevention Funds in 18-19	Mar-19	Cheryl Emery	On Target	
		Review of Homelessness Audit findings and develop and deliver an action plan to implement recommendations	Mar-19	Cheryl Emery	Complete	Action Plan completed and agreed and reported as an action in response to WAO Annual Improvement Report
	Provide support to tourism activities that will make a lasting difference for heritage, people and communities.	Support the re-development of the Rhondda / Aberdare tunnels	Mar-19	Various	On Target	

Council Priority:	PLACE - Creating neighbourhoods where people are proud to live and work
Corporate Priority Action Plan	Chris Lee

Challenges and Opportunities linked to this Council Priority	4. Rhondda Cynon Taf's local environment will be clean and attractive, with well-maintained roads and pavements, flowing traffic, increased recycling and less waste sent to landfill
Lead Officer	Nigel Wheeler

Actions that will deliver Priority 4		Milestones/Sub Actions that will help to achieve overarching Action	Delivery Date	Responsible Officer	Progress to date	Overall progress to date on Action
HDCP1 A04	Continue to invest in our highways and infrastructure to improve the condition of our road network and improve traffic flow	Commence the construction for the Mountain Ash Cross Valley Link	Aug-18	Andrew Griffiths	Complete	
		Complete the construction of the Pont Rhondda Bridge	Mar-19 Revised May-19	Andrew Griffiths	On Target	
		Complete the design for the St Albans bridge renovation works.	Dec-18	Andrew Griffiths	Not on Target	Issues due to design of piers. Revised target Mar-19
		Complete the repair the river retaining wall at Pontypridd Rd Porth.	Nov-18	Andrew Griffiths	Complete	
		Complete the preliminary design of the A4119 dualling (Stinkpot Hill).	Dec-18	Andrew Griffiths	Complete	Preliminary design complete, exhibitions targeted for early February 2019.
		Continue to undertake improvements to our highways assets through a comprehensive programme including highway and footway resurfacing, streetlight replacement and structure repair and replacement	Mar-19	Huw Jenkins	On Target	
		Complete the design of Llantrisant Community Route Phase 2.	Mar-19	Andrew Griffiths	On Target	Design ongoing together with advance site clearance.
		Commence construction of the Abercynon Park and Ride Phase 2.	Nov-18	Andrew Griffiths	Complete	Construction commenced on site in November 2018 for main works. Ancillary on road parking commenced in October and completed November 2018.
		Implement a programme of works (subject to funding) to promote a strategic bus corridor along the A4119, in partnership with Welsh Government, to reduce travel time and promote use of public transport	Mar-19	Andrew Griffiths	On Target	MOVA (Microprocessor Optimised Vehicle Actuation) works to control traffic light signals to commence early February 2019.
HDCP1 A05	Deliver a variety of sustainable transport schemes throughout Rhondda Cynon Taf to promote walking, cycling and public transport, improve safety and wellbeing, provide leisure opportunities and reduce pressure on the road network	Develop Safe Routes In the Community (SRIC) for pedestrians and cyclists in Pontyclun and implement in Porth, in partnership with Welsh Government and subject to funding.	Mar-19	Andrew Griffiths	On Target	Pontyclun SRIC design ongoing.
		Complete construction of new safe walking and cycling routes for pupils to access the new schools at Tonyrefail, Tonypany and Cwmaman	Oct-18	Andrew Griffiths	Complete	All projects complete on site
		Review implementation of the re-tendered mainstream school contracts in the Cynon and Rhondda areas, and the removal of those routes now deemed to be safe enough to walk, making any operational adjustments required.	Oct-18	Charlie Nelson / Geraint Roberts / Matthew Edmunds	Complete	11 companies commenced operating the 71 new mainstream school contracts in the Cynon area after the 2018 Easter holiday. Some timekeeping issues running into Mountain Ash Comprehensive from Pontypridd High School are being managed through better parking enforcement in Mountain Ash. The project to re-tender the 50 routes that operate in the Rhondda have been agreed (it mirroring the Cynon Valley and Taf area re-tenders, with 4 different options made available to operators - individual routes, linked routes, school groups, and large linked groups). Tenders were submitted on 8/6/18 and awarded to 8 companies. The new contracts began from 4/9/18. Instances of late running from YGG Bronllwyn in the afternoon were resolved by providing an additional vehicle from 21/9/18. No subsequent concerns have been raised. Reminder letters sent to the parents of 401 learners whose walking routes were deemed safe enough to walk. Transport was removed from 4/9/18.

Actions that will deliver Priority 4		Milestones/Sub Actions that will help to achieve overarching Action	Delivery Date	Responsible Officer	Progress to date	Overall progress to date on Action
HDCP5 A01,05 & 07	As Lead Local Flood Authority, carry out the requirements of the Flood Risk Regulations 2009.	Undertake the statutory duty to Review Preliminary Flood Risk Assessment (PFRA)	Dec-18	Andrew Stone	Complete	Review in accordance with the PFRA Cycle has been completed and issues raised with Natural Resources Wales for incorporation.
		<u>Facilitate awareness through active monitoring and communication within high flood risk areas.</u> Produce a communication strategy for flood awareness and resilience building within high risk areas (and thereafter target residents and businesses within the borough identified at risk of flooding to make them aware of their rights and responsibilities)	Oct-18	Owen Griffiths	Complete	Development of a SAB webpage informing residents and developers of the duties set out within schedule 3 and the requirement of the control of surface water flood risk through sustainable drainage has been complete. Furthermore an update to the existing website in relation to preliminary flood risk assessments and welsh language audit has been undertaken
		Review the existing layout of the 'Flood Alleviation section' of the RCT Website to improve the ease of use and increase sign posting from web resources including Sustainable Drainage System's (SuDs) and the Sustainable Drainage System Approval Body (SAB) Guidance, enforcement policy and Land Drainage Bylaws	Oct-18	Owen Griffiths	Complete	Updated webpages have been procured providing an Overview of the requirements of Sustainable Drainage Approval as well as how to make pre application and full application to the SAB
CSW1A 01	To increase recycling levels to achieve the 70% recycling target set by Welsh Government for 2024/25 through awareness raising and participation checks and providing residents and businesses the information, bins and bags to help them recycle correctly	Identify awareness target areas	Mar-19	C Evans	On Target	The Awareness Team completed door knocking campaign in Ynysybwl and Brynna, and have started a campaign in Tonteg.
		Undertake door knocking exercises to ensure residents are participating in recycling	Mar-19	C Evans	On Target	
		Monitor recycling participation and target non participating properties	Mar-19	C Evans	On Target	
		<u>Provide residents and businesses the information to recycle correctly</u> To ensure Council website waste pages are accurate and contain timely information	Mar-19	N Jones	On Target	Website pages updated with recent emphasis on Christmas collections and recycling.
		Work in partnership with local supermarkets to take part in promotional events	Mar-19	C Evans	On Target	Worked in partnership with Asda, Tesco Upper Boat and Co-op Treorchy to run trailer roadshows to give residents recycling bags and advice leading up to Christmas.
		Undertake customer satisfaction surveys to improve our service provision	Mar-19	C Evans	On Target	Satisfaction survey results still being compiled, results will be reported at year end.
		To provide equipment needed to recycle correctly and timely	Mar-19	N Jones	On Target	Deliveries up to date within targets.
		To review the number of Council distribution points and local recycling bank facilities	Sep-18	N Jones	Complete	Review complete and on-line information updated.
		<u>Provide residents, businesses and schools with waste minimisation information and the importance of non contamination</u> Update website and literature	Mar-19	N Jones	On Target	Preparations underway to implement food trade recycling in Qtr 4. Qtr 3 involved visiting RCT through schools with a view to them returning to RCT services.
		Attending public events to raise awareness	Mar-19	C Evans	On Target	Preparations being made for the Awareness Team to attend events during Summer 2019.
		Promote the non kerbside recyclable items e.g. textiles, WEE (electrical items)	Mar-19	N Jones	On Target	Ongoing with particular emphasis on previous non-kerb side items being collected at the kerbside. Qtr 3 started a trial of picking up these items at the kerbside to assess if this reduces black bag tonnage.
		Provide up to date information to Comprehensive Schools and Council buildings	Mar-19	N Jones	On Target	Ongoing with future focus on trade food recycling and schools that have shown interest in bringing services back in-house.
		Awareness & Enforcement to assist and support with education and Fixed Penalty Notice (FPN) actions	Mar-19	S Gammon/C Evans	On Target	The Team have undertaken 154 awareness events or visits this year. 53 of these were trailer roadshows in local communities, supermarkets or town centres, others have taken place with schools and community groups.

Actions that will deliver Priority 4		Milestones/Sub Actions that will help to achieve overarching Action	Delivery Date	Responsible Officer	Progress to date	Overall progress to date on Action
CSW2A 02	To increase recycling levels to achieve the 70% recycling target set by Welsh Government for 2024/25 through awareness raising and participation checks and providing residents and businesses the information, bins and bags to help them recycle correctly	<u>Reduce municipal waste bins in comprehensive schools and council buildings</u> Update internal literature and service level agreement with secondary schools	Mar-19	N Jones	On Target	Ongoing following meetings with the 3 all through schools in the Rhondda..
		Review collection methods in Secondary schools and Council Buildings	Mar-19	N Jones	On Target	
CSW4A 01	Continue to raise awareness in schools, residents and community groups on environmental issues.	Arrange a schedule of presentations to Infant, Junior and Comprehensive schools.	Mar-19	S Gammon	On Target	Waste Awareness to contact schools to arrange for officers to attend to meet pupils
		Treforest Waste & Recycling Co-ordinator to continue to meet and work with students and residents in Treforest regarding any waste, recycling and litter issues	Mar-19	S Gammon	On Target	Information trailer has been at the University of South Wales in Treforest giving out information on waste to students. Waste & Recycling Co-ordinator has identified and is addressing fly tipping issues in the area.
		Increase usage of Facebook and Twitter to promote our campaigns and raise awareness	Mar-19	S Gammon	On Target	Continue to place Court results on Social Media and photographs by requesting evidence on Social Media.
		Encourage Community Groups, Schools, Treforest University and PCSO's to include environmental crime issues in their local areas on their web sites.	Mar-19	S Gammon	On Target	Continuing close working with Social Landlords (e.g. Trivallis) to promote issues. Officers continue to attend PACT and Community Group meetings.
		Continue to report offenders on 'Who Done It' web page.	Mar-19	S Gammon	On Target	Continue to report offenders on 'Who Done It' web page. Officers to review Who Done IT and update web page .
CSW4A 02	Target enforcement exercises to tackle dog fouling, fly tipping littering etc.	Attend regular meetings with Community Groups and local PCSO's, and residents of RCT to discuss environmental crime issues and ways of resolving these problems such as dog-fouling, fly-tipping and litter.	Mar-19	S Gammon	On Target	Ongoing - also taking part in National Rogue Traders Day and the Keep Wales Tidy Day of Action with South Wales Police (SWP), Driver Vehicle Standards Agency (DVSA).
		Meeting with local schools and Community Groups. Presentations to be given regarding the personal and environmental issues caused by dog-fouling.	Mar-19	S Gammon	On Target	Continuing to meet with Community Groups, PACT meetings etc.
CSW5A 01	Continuously review different types of technology to maintain an acceptable level of street cleanliness and productivity	Continue to deploy surveillance equipment (CCTV) in hot-spot areas	Mar-19	S Gammon	On Target	Continue to deploy CCTV cameras and partnership work with Natural Resources Wales and Fly Tipping Action Wales (FTAW) to widen the amount of areas under surveillance.
CSW5A 02	Bryn Pica Eco Park Development - turning rubbish into resources through the use of waste materials produced on site to generate heat and energy	Submit planning application	Jun-18	L Foulkes	Complete	
		Planning Agreement / secure funding	Oct-18		Complete	Ecology method statement resubmitted to satisfaction to NRW. Outline planning consent achieved. Ongoing discussion with funders
		<u>Phase 1a Development work</u> Ground Investigation and Detailed Design	Sep-18		Complete	Ground investigation for the first area completed, following sample testing, interpretive report prepared by December. Second area for ground investigation is dependent on removal of trees, following outline planning consent. Ground investigation report will determine final detailed site design.
		Award Earthworks Contract	Apr-19		On Target	Outline planning achieved. Options for earthworks design in discussion. Site design and buildings layout underway.

Council Priority:	LIVING WITHIN OUR MEANS - Where services are delivered efficiently to achieve value for money for the tax payer
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Measuring Success

PI Ref	Performance Measure	2016/17		2017/18	2018/19		Comments
		Actual	All Wales Average	Actual	Annual Target	Actual	
LACP005	Gross Revenue Expenditure (£) on Council Tax Benefits & Administration per head of population**	10	N/A	8	N/A	8	
LACP004	The level of Council Tax increase	2.75	3.63	2.25	3.3	3.3	The increase excludes precepts for Community Councils and the Police and Crime Commissioner for South Wales, and was the lowest increase across welsh local authorities for 2018/19
LCSC308	% of customer interaction via the web and mobile devices	82.40	N/A	85.2	80.0	87.1	
LCSC401	% of payments receipted via Customer Care that are self served via website and/or touchtone or kiosks	76.4	N/A	82.2	80.0	88.3	
LCSC206	% enquiries resolved at first point of contact based on customer view - One4aLL centres	95.70	N/A	97.7	95.0	97.9	
LCSC110	% of enquiries resolved at first point of contact based on customer view - telephone, daytime service	95.9	N/A	94.3	90.0	98.0	
LCSC309	% enquiries resolved at first point of contact based on customer view - website/e-access	86.7	N/A	86.5	80.0	87.7	
LEST001	% Reduction in the occupied office accommodation floor space across the Council (m2)	14.05	N/A	14.05	18.14	N/A	Reported Qtr 4

Key:

Within Top Quartile performance for all of Wales	Performance met or exceeded target	Performance within 5% of the target	Performance below target
Within Bottom Quartile performance for all of Wales			

Bolded PIs denote that an existing Corporate Plan high

** reported a year in arrears

Measures that are 'Not on Target' at Quarter 3 2018/19

Priority	PI Ref	Performance Measure	2016/17		2017/18		2018/19		Comment
			(Academic Year 2015/16)		(Academic Year 2016/17)		(Academic Year 2017/18)		
			Actual	Wales Average	Actual	Wales Average	Annual Target	Actual	
Economy	LEDU243	% of pupils entitled to FSM in year 11 (typically aged 16) achieving Level 2 Threshold including a GCSE grade A* - C in English or Welsh (first language) and Mathematics ²	30.9	N/A	24.2	N/A	30.0	28.0	Attainment for eFSM pupils improved by 3.8 percentage points but did not meet our challenging target. With Central South Consortium, we continue to support and challenge schools to provide the best possible support to more vulnerable pupils, including increased rigour in challenging spending and impact of the pupil deprivation grant. We also continue to support pupil wellbeing, for example, through expanding provision of the school holiday enrichment programme.
Economy	LEDU412	% of pupils looked after attending RCT schools in year 11 (typically aged 16) who achieved the L2 threshold (5 GCSE grade A* - C or equivalent)	New	N/A	16.1	N/A	53.1	38.7	Although we did not meet our challenging target, there was an increase in the number of looked after children achieving the level 2 threshold compared to the previous year, and the majority of pupils achieved the level 1 threshold.
Economy	LEDU506	% difference in the attendance of FSM / non FSM pupils in primary schools	2.6	2.6	2.3	N/A	<2.6	2.74	The overall school attendance levels at both primary and secondary level have decreased in 2017/18, with free schools meal pupils declining at a greater rate than their peers. Pupils in receipt of free school meals are a cohort of the most vulnerable learners and as such it would be expected for this group to display the greatest decrease as they are likely to have the most barriers to overcome to engage in their education. We continue to strengthen support and challenge to schools and support families as detailed in the Economy action plan.
Economy	LEDU507	% difference in the attendance of FSM / non FSM pupils in secondary schools	4.5	5.0	4.9	N/A	<4.5	5.31	
Economy	LEDU409a	No. of fixed term exclusions per 1,000 pupils in Primary schools	13.5	N/A	14.2	N/A	<14.2	18.04	There has been a continued increase in the number of fixed term exclusions during academic year 2017/18, although the average length of exclusions has decreased slightly (from 2.1 to 1.9 days) and the number of permanent exclusions has also decreased (from 20 to 8 days). Schools continue to receive support and challenge sessions with the Head of Inclusion Service, the Senior Educational Psychologist for Wellbeing and School Improvement Officers. Actions for improvement are agreed and Schools are then requested to attend a follow up session the next term to review progress against agreed actions.
Economy	LEDU409b	No. of fixed term exclusions per 1,000 pupils in Secondary schools	72.0	N/A	95.7	N/A	<95.7	108.29	
Economy	LCAP011	Number of NEET (Not In Education, Employment or Training) young people entering employment upon leaving the 'Inspire2Work' programme	N/A	N/A	24	N/A	65 (Qtr 3 Target -58)	41	Q2 data revised from 47 to 21 as cumulative data for the whole project was reported in error instead of financial year data. Performance is currently below target with outputs affected due to time of year, however current projections suggest targets will be achieved by year end.
Economy	LCAP013	Number of NEET young people gaining a qualification upon leaving the 'Inspire2Work' programme	N/A	N/A	97	N/A	147 (Qtr 3 Target-109)	90	Q2 data revised from 153 to 81 as cumulative data for the whole project was reported in error instead of financial year data. Q3 performance has been impacted by 2 vacant tutor posts which have now been filled.
Economy	LCAP010	Number of NEET young people entering employment upon leaving the C4W programme	N/A	N/A	49	N/A	96 (Qtr 3 Target-72)	41	Performance is currently below target. National issues with project performance need to be resolved, the project is not performing as well as hoped due to eligibility based on postcodes limiting participation. Monthly Welsh Government and RCT Monitoring is in place.
Economy	LCAP018	Number of people entering a work placement with an employer - Communities For Work Plus	N/A	N/A	N/A	N/A	100 (Qtr 3 Target -75)	52	Awaiting evidence from NHS for an additional 25 work placements that have been undertaken. Data will be included in Qtr 4 return once evidence has been received.

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Priority	PI Ref	Performance Measure	2016/17		2017/18		2018/19		Comment
			(Academic Year 2015/16)		(Academic Year 2016/17)		(Academic Year 2017/18)		
			Actual	Wales Average	Actual	Wales Average	Annual Target	Actual	
People	Measure 20b SSOF20b	% of adults who completed a period of reablement & have no package of care & support 6 months later	77.23	77.23	77.63	N/A ²	77.63	73.22	Below target for Quarter 3. However, performance levels are considered high at just over 73%, with 566 out of 773 adults, who completed a period of reablement having no package of care and support 6 months later. Performance will continue to be monitored going forward.
People	SCA001	The rate of delayed transfers of care for social care reasons per 1,000 population aged 18 or over (All people 75+)	4.95	4.95	3.31	N/A	2.40	4.25	Below target for quarter 3 - there were 83 delays reported in quarter 3 compared to 47 targeted delays – a slight increase from 82 delays this time last year. The number of delays due to social work assessment has continued to improve but an increasing demand for home care as we support more people to live at home rather than residential care is putting pressure on supply and capacity in some areas of the County Borough at “peak call” times. Whilst this is being managed by Adult Social Care across care providers to minimise impact on delays awaiting commencement of care packages – numbers are higher than targeted. Performance will continue to be monitored going forward.
People	PAM017 ³ LCS002b	No. of visits to local authority sports and leisure centres per 1,000 population where the visitor will be participating in physical activity	7,581	7,581	8,140	8,502	8369 (Qtr 3 Target - 6,300)	5,814 ³	Rhondda Fach Sports Centre usage affected by pool closure (approx. 23,000 up to Quarter 3). Hall usage at Rhondda Fach Sports Centre affected by closure of main hall (1,000 users). Pool closure at Abercynon Sports Centre (13,000 users). Changing room refurb at Rhondda Sports Centre (2,500 swim users). Required
People	LLCS014 ³	No. of visits to local authority sports and leisure facilities per 1,000 population where the visitor will be participating in physical activity (New Local PI - includes school usage)	11,614	11,614	12,218	N/A	12,469 (Qtr 3 Target - 9,375)	6,637 ³	works at Rhondda Fach Sports Centre meant that the whole centre was closed for a period of 2 weeks as part of the refurb. The closure of the pool (above) and work to all areas has seen usage drop by 40,000 compared to last year at one site. This has also been impacted by the reduction in membership across all sites.
People	LLCL010 (WPLSQ11 6a)	Number of visits to Public Library premises (Physical) during the year, per 1,000 population.	3,385		3,355	N/A	3,358.8 (Qtr 3 Target - 2519.1)	2,287	Overall visitor figures have again not recovered from the downturn experienced during the summer months. The quarter 3 position also reflects the fact that Tonypanyd Library was closed early in December for refurbishment.
People	LLCL011 (WPLSQ11 6b)	Number of visits to Public Library premises (virtual) during the year, per 1,000 population.	N/A		318	N/A	518.3 (Qtr 3 Target - 371.4)	348	Although our performance remains below target there are a number of sites such as 'Ancestry' and 'Access to Research' whose visit numbers are added annually and this will boost our overall performance at the end of the year.
People	Measure 34a SSOF34a	% of all care leavers who are in education, training or employment (EET) at 12 months after leaving care	50	N/A	40.7	N/A	50.0	31.6	Performance has dropped to 31.6% of care leavers being in EET 12 months after leaving care. 26 out of 38 young people were not in EET and of these, 5 have since found a training programme or work placement and are about to start. Out of the remaining 21 young people: 9 are claiming ESA or actively job searching; 2 have learning disabilities preventing them from finding work or training programmes; 1 is unable to work due to mental health issues; 4 have young children to care for; 3 are not engaging; and 2 are in Prison.
People	Measure 34b SSOF34b	% of all care leavers who are in education, training or employment at 24 months after leaving care	53.3	N/A	49	N/A	53.0	24.4	Performance has dropped to 24.4% of care leavers being in EET 24 months after leaving care. 34 out of 45 YP were not in EET and of these, 9 have since found a training programme or work placement and are about to start. Out of the remaining 25 young people: 14 are claiming ESA or actively job searching; 1 has learning disabilities preventing them from finding work or training programmes; 3 are unable to work due to mental health issues; 3 have young children to care for; 1 is not engaging; 2 are in Prison; and 1 is not actively looking for work due to ill health.

Priority	PI Ref	Performance Measure	2016/17		2017/18		2018/19		Comment
			(Academic Year 2015/16)		(Academic Year 2016/17)		(Academic Year 2017/18)		
			Actual	Wales Average	Actual	Wales Average	Annual Target	Actual	
Place	PAM012	% of households successfully prevented from becoming homeless	N/A	N/A	74.7	66.4	70	66	Increased numbers of clients at risk of homelessness has created heightened demand in the service (which in turn has kept the prevention performance indicator for Qtr 3 at 66%). With a number of successful prevention cases held over until January and improved communications with our support worker partners, it is anticipated the 70% target will be met by year-end.
Other National PIs	PAM025 Measure 19	Rate of people kept in hospital while waiting for social care per 1000 population aged 75+	4.95	N/A	1.88	N/A	1.3	2.61	Below target for quarter 3, there were 51 delays reported in quarter 3 compared to 26 targeted delays – a reduction from 58 delays this time last year. The number of delays due to social work assessment has continued to improve but an increasing demand for home care as we support more people to live at home rather than residential care is putting pressure on supply and capacity in some areas of the County Borough at “peak call” times. Whilst this is being managed by Adult Social Care across care providers to minimise impact on delays awaiting commencement of care packages – numbers are higher than targeted. Performance will continue to
Other National PIs	PAM/041 (New)	% of National Exercise Referral Scheme (NERS) clients who completed the exercise programme	N/A	N/A	N/A	N/A	50	47	798 NERS clients started the exercise programme; however, only 377 completed the programme. Performance is expected to improve in Qtr 4.

Bolded PIs denote that an existing Corporate Plan high level measure

Other National Performance Measures

PI Ref	Performance Measure	2016/17		2017/18		2018/19		Comment
		Actual	All Wales Average	Actual	All Wales Average	Target	Actual	
PAM018	% of all planning applications determined in time	N/A	N/A	90	88.5	90	N/A	Reported in Q4
PAM019	% of planning appeals dismissed	N/A	N/A	50	62.3	66	N/A	Reported in Q4
PAM021 LTHS012b	% of Principal B Roads in overall poor condition	5.9	4.2	6.2	4.3	6.4	6.5	
PAM022 LTHS012c	% of Principal C Roads in overall poor condition	10.2	15.0	6.2	14.1	6.7	3.0	
PAM023 PPN009	% of food establishments which are broadly compliant with food hygiene standards	94.17	95.2	93.75	95.27	95	93	
PAM024 Measure 13	% of adults satisfied with their care and support	83.64	N/A	84	N/A	83.6	N/A	Reported in Q4
PAM025 Measure 19	Rate of people kept in hospital while waiting for social care per 1000 population aged 75+	4.95	N/A	1.88	N/A	1.3	2.61	Below target for quarter 3, there were 51 delays reported in quarter 3 compared to 26 targeted delays – a reduction from 58 delays this time last year. The number of delays due to social work assessment has continued to improve but an increasing demand for home care as we support more people to live at home rather than residential care is putting pressure on supply and capacity in some areas of the County Borough at “peak call” times. Whilst this is being managed by Adult Social Care across care providers to minimise impact on delays awaiting commencement of care packages – numbers are higher than targeted. Performance will continue to be monitored going forward.
PAM026 Measure 15	% of carers that feel supported	100	N/A	67	N/A	100	N/A	Reported in Q4
PAM027 Measure 13	% of children satisfied with their care and support	91	N/A	92	N/A	92	N/A	Reported in Q4
PAM028 Measure 24	% of child assessments completed on time	98	N/A	93	N/A	98	97	
PAM029 / SCC004	% of children looked after on 31 March who have had three or more placements during the year	8.3	9.8	7.4	N/A	7.0	7.2	
PAM014	No. of new homes created as a result of bringing empty properties back into use	N/A	N/A	6	97	5	N/A	Reported in Q4
PAM036	No. of additional affordable housing units delivered per 10,000 households - NEW	N/A	N/A	N/A	N/A	NEW - Baseline Year	N/A	Reported in Q4
PAM040	% of quality Indicators (with targets) achieved by the library service - NEW	N/A	N/A	N/A	N/A	65	N/A	Reported in Q4
PAM033	% of pupils assessed in Welsh at the end of the foundation phase	N/A	N/A	N/A	N/A	NEW - Baseline Year	N/A	Reported in Q4
PAM034	% of year 11 pupils studying Welsh (first language)	N/A	N/A	N/A	N/A	NEW - Baseline Year	N/A	Reported in Q4
PAM/041 (New)	% of National Exercise Referral Scheme (NERS) clients who completed the exercise programme	N/A	N/A	N/A	N/A	50	47	798 NERS clients started the exercise programme; however, only 377 completed the programme. Performance is expected to improve in Qtr 4.
PAM/042 (New)	% of NERS clients whose health had improved on completion of the exercise programme	N/A	N/A	N/A	N/A	100	100	
PAM001 CHR002	The number of working day/shifts per fulltime equivalent (FTE) local authority employee lost due to sickness absence	N/A	10.3	N/A	10.4	N/A	N/A	Unable to comply with national definition

Footnote

¹ Some Social Services PIs are not able to be reported in Q1 as a result of migration to the WCCIS data system (service management data available locally to support operational service delivery). A fuller suite of PI results will be available in Q2.

Key:

Within Top Quartile performance for all of Wales	Performance met or exceeded target	Performance within 5% of the target	Performance below target
Within Bottom Quartile performance for all of Wales			

QUARTER 3 2018/19 TARGET ANALYSIS - SUMMARY

	Theme	Total No. of PIs	Better	%	Worse	%	Same	%	N/A	%
2018/19 Target compared to 2017/18 Actual	TOTAL	112	45	40%	25	22%	13	12%	29	26%
	Economy	48	25	52%	6	13%	5	10%	12	25%
	People	20	12	60%	2	10%	4	20%	2	10%
	Place	17	3	18%	7	41%	1	6%	6	35%
	LWOM	8	1	13%	6	74%	0	0%	1	13%
	Other National PIs	19	4	21%	4	21%	3	16%	8	42%
2018/19 Target compared to 2017/18 Target	TOTAL	112	29	26%	13	12%	27	24%	43	38%
	Economy	48	9	19%	7	15%	8	17%	24	50%
	People	20	9	45%	2	10%	5	25%	4	20%
	Place	17	4	24%	2	12%	7	41%	4	24%
	LWOM	8	4	50%	0	0%	3	38%	1	12%
	Other National PIs	19	3	16%	2	11%	4	21%	10	53%
	Theme	Total No. of PIs	On Target	%	Not on Target	%	Within 5% of Target	%	N/A	%
2018/19 Actual compared to Target	TOTAL	112	28	25%	21	19%	12	11%	51	46%
	Economy	48	9	19%	10	21%	4	8%	25	52%
	People	20	5	25%	8	40%	3	15%	4	20%
	Place	17	6	35%	1	6%	1	6%	9	53%
	LWOM	8	6	75%	0	0%	0	0%	2	25%
	Other National PIs	19	2	11%	2	11%	4	21%	11	58%
	Theme	Total No. of PIs	Better	%	Worse	%	Same	%	N/A	%
2018/19 Actual compared to 2017/18 Actual	TOTAL	112	30	27%	31	28%	2	2%	49	44%
	Economy	48	10	21%	11	23%	1	2%	26	54%
	People	20	7	35%	11	55%	0	0%	2	10%
	Place	17	5	29%	5	29%	0	0%	7	41%
	LWOM	8	5	63%	1	13%	1	13%	1	13%
	Other National PIs	19	3	16%	3	16%	0	0%	13	68%
2018/19 Actual compared to 2017/18 Wales Average - where available	TOTAL	112	3	3%	10	9%	0	0%	99	88%
	Economy	48	0	0%	3	6%	0	0%	45	94%
	People	20	0	0%	2	10%	0	0%	18	90%
	Place	17	2	12%	3	18%	0	0%	12	71%
	LWOM	8	0	0%	0	0%	0	0%	8	100%
	Other National PIs	19	1	5%	2	11%	0	0%	16	84%

Corporate Theme	PI Ref	PI Description	2015/16		2016/17			2017/18		2018/19 Target Analysis				2018/19 Actual Analysis				
			Target	RCT Actual	Target	RCT Actual	All Wales Average	Target	RCT Actual	Target	How does the proposed 2018/19 target compare to 2016/17 Welsh Average	How does the proposed 2018/19 target compare to 2017/18 Data	How does the proposed 2018/19 target compare to 2017/18 Target	Qtr 3	Qtr 3 18/19 Compared to 2017/18 Actual	2017 Wales Average	Compared to 2017/18 Wales Average - where applicable	
Economy	LPSR103	No of new affordable homes delivered	100	114	200	241	N/A	200	226	130	N/A	Worse	Worse	N/A	N/A	N/A	N/A	
Economy	LRGN014a	% vacant retail premises in town centres - Porth	N/A	10.8	<10.8	14.0	13%	<14.0	12.0	<12.0	N/A	Better	Better	N/A	N/A	N/A	N/A	
Economy	LRGN014b	% vacant retail premises in town centres - Pontypridd	N/A	8.7	<8.7	8.8		<8.8	7.0	<7.0	N/A	Better	Better	N/A	N/A	N/A	N/A	N/A
Economy	LRGN014c	% vacant retail premises in town centres - Aberdare	N/A	9.0	<9.0	10.4		<10.4	14.0	<14.0	N/A	Better	Worse	N/A	N/A	N/A	N/A	N/A
Economy	LRGN014d	% vacant retail premises in town centres - Treorchy	N/A	9.0	<9.0	5.8		<5.8	7.0	<7.0	N/A	Better	Worse	N/A	N/A	N/A	N/A	N/A
Economy	LRGN015a	Footfall - Average weekly number of visitors to Pontypridd	N/A	63,992	>63,992	64,647	N/A	>64,647	63,234	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	
Economy	LRGN015b	Footfall - Average weekly number of visitors to Aberdare	N/A	19,204	>19,204	23,465	N/A	>23,465	23,135	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	
Economy	LRGN015c	Footfall - Average weekly number of visitors to Porth	N/A	11,184	>11,184	11,037	N/A	>11,037	9,407	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	
Economy	LRGN015d	Footfall - Average weekly number of visitors to Treorchy	N/A	16,379	>16,379	15,516	N/A	>15,516	15,135	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	
Economy	LRGN019	No. of additional housing units provided during the year	N/A	569	600	716	N/A	600	552	600	N/A	Better	Same	N/A	N/A	N/A	N/A	
Economy	LRGN016	The stock of registered enterprises/businesses in the Borough	N/A	5,485	>5,485	5,745	N/A	>5,745	6,355	>6,355	N/A	Better	Better	N/A	N/A	N/A	N/A	
Economy	LRGN017	The rate of registered enterprises/business births (start ups)	N/A	14.4 (790)	>14.4 (790)	16.1 (925)	12.1	>16.1 (925)	19.5 (1,240)	>19.5 (1,240)	Better	Better	Better	N/A	N/A	N/A	N/A	
Economy	LRGN018	The rate of registered enterprises/business deaths (closures)	N/A	10.9 (600)	<10.9 (600)	10.4 (600)	11.7 (670)	<11.7 (670)	10.9 (690)	<10.9 (690)	Better	Better	Better	N/A	N/A	N/A	N/A	
Economy	PAM013N LPSR101	Total number of empty properties brought back into use per annum	N/A	144	190	138	N/A	190	204	190	N/A	Worse	Same	N/A	N/A	N/A	N/A	
Economy	LPSR102	Total number of interventions aimed at bringing long terms empty properties back into use.	N/A	324	400	536	N/A	400	356	400	N/A	Better	Same	N/A	N/A	N/A	N/A	
Economy	PAM013 PSR004	% Private sector dwellings that had been vacant for more than 6 months at 1 st April that were returned to occupation during the year	3.50	5.17	5.50	4.90	8.79	5.50	5.7	5.5	Worse	Worse	Same	N/A	N/A	5.2	N/A	
Economy	LRGN021	Number of direct jobs created and safeguarded in businesses supported through grant programmes.	New	New	New	New	N/A	100	62	60	N/A	Worse	Worse	54	Worse	N/A	N/A	
Economy	LRGN009	No. of businesses/ organisations supported through grant support programmes	60	73	115	114	N/A	90	75	75	N/A	Same	Worse	134	Better	N/A	N/A	
Economy	PAM032	Average Capped 9 score for pupils in year 11	N/A	N/A	N/A	N/A	N/A	N/A	N/A	NEW - Baseline Year	N/A	N/A	N/A	348	N/A	N/A	N/A	
Economy	LEDU209	% of pupils in year 11 (typically aged 16) who achieve the L1 threshold (equivalent to 5 GCSEs grade A* to G or approved equivalent qualification)	86.0	95.7	95.6	96.7	95.3	96.7	94.7	94.7	Better	Same	Not comparable	94.7	Same	N/A	N/A	
Economy	LEDU210	% of pupils who achieved the L2 threshold (5 GCSE C or above, or equivalent)	86.0	87.1	87.0	90.3	84.0	82.1	63.2	67.0	Same	Better	Not comparable	64.2	Better	N/A	N/A	
Economy	PAM006 EDU017	% of Year 11 pupils achieving 5 GCSEs at grades A*-C, or equivalent, including English or Welsh first language and Maths	55.0	54.6	59	56.6	60.7	59.0	49.8	55.0	Better	Better	Not comparable	53.1	Better	54.8	Worse	
Economy	LEDU243	% of pupils entitled to FSM, aged 16, achieving Level 2 Threshold including a GCSE grade A*- C in English or Welsh (first language) and Mathematics	30.0	27.9	32	30.9	35.6	34.0	24.2	30	Same	Better	Not comparable	28	Better	N/A	N/A	
Economy	LEDU411	% of looked after pupils attending RCT schools, aged 16, who achieved the L1 threshold (5 GCSE grade G + or equivalent)	N/A	35.0	42.3	64.0	N/A	65.6	71.0	65.6	N/A	Worse	Better	93.5	Better	N/A	N/A	
Economy	LEDU412	% of looked after pupils attending RCT schools, aged 16, who achieved the L2 threshold (5 GCSE grade A* - C or equivalent)	New	New	15.4	52.0	N/A	53.1	16.1	53.1	N/A	Better	Better	38.7	Better	N/A	N/A	
Economy	PAM007 EDU016a	% of pupil attendance in primary schools	94.9	94.8	95.3	94.6	94.9	95.3	94.7	95.4	Better	Better	Better	94.24	Worse	94.9	Worse	
Economy	PAM008 EDU016b	% of pupil attendance in secondary schools	93.7	93.7	94.2	93.9	94.2	94.3	93.6	94.3	Better	Same	Same	93.03	Worse	94.1	Worse	
Economy	LEDU218	% attendance at PRU/EOTAS provision	80.4	82.2	N/A	82.6	N/A	N/A	78.6	78.9	N/A	Better	N/A	80.2	Better	N/A	N/A	
Economy	LEDU506	% difference in the attendance of FSM / non FSM pupils in primary schools	N/A	2.2	<2.2	2.6	N/A	<2.6	2.3	<2.6%	Better	Worse	Same	2.74	Worse	N/A	N/A	
Economy	LEDU507	% difference in the attendance of FSM / non FSM pupils in secondary schools	N/A	4.6	<4.6	4.5	N/A	<4.5	4.9	<4.5%	Better	Better	Same	5.31	Worse	N/A	N/A	

Corporate Theme	PI Ref	PI Description	2015/16		2016/17			2017/18		2018/19 Target Analysis				2018/19 Actual Analysis			
			Target	RCT Actual	Target	RCT Actual	All Wales Average	Target	RCT Actual	Target	How does the proposed 2018/19 target compare 2016/17 Welsh Average	How does the proposed 2018/19 target compare to 2017/18 Data	How does the proposed 2018/19 target compare to 2017/18 Target	Qtr 3	Qtr 3 18/19 Compared to 2017/18 Actual	2017 Wales Average	Compared to 2017/18 Wales Average - where applicable
Economy	LEDU409a	No. of fixed term exclusions per 1,000 pupils in Primary schools	7.1	8.8	11.5	13.5	N/A	12.91	14.2	14.2	N/A	Same	Worse	18.04	Worse	N/A	N/A
Economy	LEDU409b	No. of fixed term exclusions per 1,000 pupils in Secondary schools	80.9	89.4	78.7	72.0	N/A	98.4	95.7	95.7	N/A	Same	Worse	108.29	Worse	N/A	N/A
Economy	LEDU410c	Average No. of days lost through fixed term exclusions (All Schools)	2.4	2.4	2.0	2.1	N/A	2.2	2.1	2.07	Better	Better	N/A	1.93	Better	N/A	N/A
Economy	PAM009 LEDU223	% of Year 11 leavers not in education, training or employment (NEET)	4.1	3.1	3.7	3.6	1.0	1.0	1.1	1.0	Better	Better	Same	N/A	N/A	1.6	N/A
Economy	LEDU225	% 18 year olds (Yr 11) leaving school who are known not to be in education, training or employment (NEET)	5.6	4.7	6.4	5.9	4.1	4.0	2.6	2.5	Better	Better	Better	N/A	N/A	N/A	N/A
Economy	LCAP011	Number of NEET young people entering employment upon leaving the Inspire 2 Work programme	N/A	N/A	N/A	N/A	N/A	Baseline Year	24	65	N/A	Better	N/A	41	Better	N/A	N/A
Economy	LCAP013	Number of NEET young people gaining a qualification upon leaving the Inspire to work programme	N/A	N/A	N/A	N/A	N/A	Baseline Year	97	147	N/A	Better	N/A	90	Worse	N/A	N/A
Economy	LCAP014 NEW	Number of economically inactive, or unemployed, adults entering employment as a result of CfW intervention	N/A	N/A	N/A	N/A	N/A	Baseline Year	47	48	N/A	Better	N/A	42	Worse	N/A	N/A
Economy	LCAP015 NEW	Number of economically active, or unemployed, adults gaining a qualification as a result of CfW intervention	N/A	N/A	N/A	N/A	N/A	Baseline Year	96	192	N/A	Better	N/A	225	Better	N/A	N/A
Economy	LCAP010	Number of NEET young people entering employment upon leaving the CfW programme	N/A	N/A	N/A	N/A	N/A	Baseline Year	49	96	N/A	Better	N/A	41	Worse	N/A	N/A
Economy	LCAP016 NEW	Number of NEET young people gaining a qualification upon leaving the CfW programme	N/A	N/A	N/A	N/A	N/A	Baseline Year	96	118	N/A	Better	N/A	90	Worse	N/A	N/A
Economy	LCAP017 NEW	No. of people supported that have entered employment – Communities for Work Plus	N/A	N/A	N/A	N/A	N/A	N/A	N/A	350	N/A	N/A	N/A	285	N/A	N/A	N/A
Economy	LCAP018 NEW	No. of people entering a work placement with an employer – Communities for Work Plus	N/A	N/A	N/A	N/A	N/A	N/A	N/A	100	N/A	N/A	N/A	52	N/A	N/A	N/A
Economy	LCAP019 NEW	Number of adults gaining a qualification – Communities for Work Plus	N/A	N/A	N/A	N/A	N/A	N/A	N/A	750	N/A	N/A	N/A	608	N/A	N/A	N/A
Economy	LCAP020 NEW	Number of economically inactive, or unemployed, adults, with an additional learning need or disability entering employment as a result of Ignite (Active Inclusion) intervention	N/A	N/A	N/A	N/A	N/A	N/A	N/A	33	N/A	N/A	N/A	7	N/A	N/A	N/A
Economy	LCAP021 NEW	Number of economically inactive or unemployed adults with additional learning needs or disability gaining a qualification (part/whole or work related) as a result of Platform 1 (Active Inclusion) intervention	N/A	N/A	N/A	N/A	N/A	N/A	N/A	148	N/A	N/A	N/A	44	N/A	N/A	N/A
Economy	LCAP022 NEW	Number of young people NEET, with an additional learning needs or disability entering employment as a result of Platform 1 (Active Inclusion) intervention	N/A	N/A	N/A	N/A	N/A	N/A	N/A	11	N/A	N/A	N/A	4	N/A	N/A	N/A
Economy	LCAP023 NEW	Number of young people NEET, with an additional learning needs or disability gaining a qualification (Part, whole or work related) as a result of Platform 1 (Active Inclusion) intervention	N/A	N/A	N/A	N/A	N/A	N/A	N/A	33	N/A	N/A	N/A	7	N/A	N/A	N/A
People	LSCA014	% of clients choosing their own service providers through Direct Payments	13.5	12.91	13.3	14.34	N/A	14.63	14.67	15.5	N/A	Better	Better	15.1	Better	N/A	N/A
People	LSCA101	Proportion of people assessed by adult social care in receipt of care and support plan.	N/A	N/A	NEW-BASELINE YEAR	67.04	N/A	67.04	70.15	70.15	N/A	Same	Worse	63.89	Better	N/A	N/A
People	Measure 20a SSOF20a	% of adults who completed a period of reablement & have a reduced package of care & support 6 months later	N/A	N/A	NEW-BASELINE YEAR	42.11	N/A	Baseline Year	84.95	84.95	N/A	Same	N/A	84.61	Worse	N/A	N/A
People	Measure 20b SSOF20b	% of adults who completed a period of reablement & have no package of care & support 6 months later	N/A	N/A	NEW-BASELINE YEAR	77.23	N/A	77.23	77.63	77.63	N/A	Same	Better	73.22	Worse	N/A	N/A
People	LSCA102	No. of people admitted to residential or nursing care	N/A	539	499	456	N/A	422	417	400	N/A	Better	Better	229	Better	N/A	N/A

Corporate Theme	PI Ref	PI Description	2015/16		2016/17			2017/18		2018/19 Target Analysis				2018/19 Actual Analysis			
			Target	RCT Actual	Target	RCT Actual	All Wales Average	Target	RCT Actual	Target	How does the proposed 2018/19 target compare 2016/17 Welsh Average	How does the proposed 2018/19 target compare to 2017/18 Data	How does the proposed 2018/19 target compare to 2017/18 Target	Qtr 3	Qtr 3 18/19 Compared to 2017/18 Actual	2017 Wales Average	Compared to 2017/18 Wales Average - where applicable
People	SCA001	The rate of delayed transfers of care for social care reasons per 1,000 population aged 18 or over (All people 75+)	N/A	N/A	3.21	4.95	N/A	4.50	3.3	2.4	N/A	Better	Better	4.25	Worse	N/A	N/A
People	Measure 21 SSOF21	The average length of time older people (aged 65 or over) are supported in residential care homes	N/A	922	NEW - BASELINE YEAR	903.43	N/A	903.43	922.5	922.5	N/A	Same	Worse	998	Worse	N/A	N/A
People	PAM015 PSR002	Average No. of calendar days taken to deliver a DFG	250	186	220	219	224	280	234	260	Worse	Worse	Better	228	Better	213	Worse
People	PAM017	No. of visits to local authority sports and leisure centres per 1,000 population where the visitor will be participating in Physical Activity (National PI)	8,155	7,425	8,250	7,581	8,387	7,710	8140	8,369 Q2=4,200	Worse	Better	Better	5,814	Worse	8502	Worse
People	LLCS014	No. of visits to local authority sports and leisure facilities per 1,000 population where the visitor will be participating in physical activity (Local PI)	N/A	N/A	N/A	11,614	N/A	11,824	12,218	12,500 Q2=6250	N/A	Better	Better	6,637	Worse	N/A	N/A
People	LLCL010 WPLSQ16a	Number of visits to Public Library premises (Physical) during the year, per 1,000 population.				3,385	N/A	3,285	3,355	3,358 Q3=2519	N/A	Better	Better	2,287	Worse	N/A	N/A
People	LLCL011 WPLSQ16b	Number of visits to Public Library premises (virtual) during the year, per 1,000 population.	N/A	N/A	N/A	N/A	N/A	NEW	318	518 Q3=371	N/A	Better	N/A	348	Better	N/A	N/A
People	LPPN169	Number and percentage of clients who's substance misuse for problematic substances is reduced, remains unchanged or abstinent between start and most recent review (Cwm Taf APB)	N/A	66.91	N/A	69	N/A	71	88.26	86.5	N/A	Worse	Better	89.78	Better	N/A	N/A
People	LCWR001a	Number of families with increased resilience following intervention with the Resilient Families Service	N/A	N/A	N/A	N/A	N/A	N/A	N/A	NEW - Baseline Year	N/A	N/A	N/A	218	N/A	N/A	N/A
People	LCWR001b	% of families with increased resilience following intervention with the Resilient Families Service	N/A	N/A	N/A	N/A	N/A	N/A	N/A	NEW - Baseline Year	N/A	N/A	N/A	74	N/A	N/A	N/A
People	LSCC101	No. of children & young people requiring intervention from statutory services	N/A	37.57	35.00	20	N/A	18.00	23.5	18	N/A	Better	Same	32	Worse	N/A	N/A
People	LSCC102	No. of looked after children	N/A	623	592	690	N/A	655	676	655	N/A	Better	Same	679	Worse	N/A	N/A
People	Measure 27 SSOF27	% of re-registrations of children on Local Authority CPR	N/A	8.22	8.00	9.4	N/A	8	8.1	8	N/A	Better	Same	7.2	Better	N/A	N/A
People	Measure 34a SSOF34a	% of all care leavers who are in education, training or employment at 12 months after leaving care	N/A	N/A	NEW - BASELINE YEAR	50	N/A	50	41	50	N/A	Better	Same	31.6	Worse	N/A	N/A
People	Measure 34b SSOF34b	% of all care leavers who are in education, training or employment at 24 months after leaving care	N/A	N/A	NEW - BASELINE YEAR	53.3	N/A	53	49	53	N/A	Better	Same	24.4	Worse	N/A	N/A
Place	NSW001	% of people reporting that they feel safe [National Survey for Wales Data]	N/A	N/A	N/A	N/A	73.0	For information only	69.0	For information only	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Place	LPPN163	% of residents surveyed in targeted town centres who feel unsafe (NEW)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	25	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Place	LPPN127	% of vulnerable repeat victims of anti-social behaviour that feel safer as a result of intervention	N/A	91	90	87	N/A	90	91	90	N/A	Worse	Same	92.86	Better	N/A	N/A
Place	LPPN154	% of 18-25 year olds accepted into the programme who do not reoffend within 6 months of completing the intervention - DIVERT	N/A	N/A	NEW - BASELINE YEAR	100	N/A	95	96.45	95	N/A	Worse	Same	94.55	Worse	N/A	N/A
Place	LPPN155	% of people receiving training on hate crime who report an increased awareness of hate crime reporting procedures	N/A	N/A	NEW - BASELINE YEAR	Not Available	N/A	80	98	90	N/A	Worse	Better	89.51	Worse	N/A	N/A
Place	LLCS016	% of residents satisfied with our parks and open spaces for leisure, enjoyment and sport [Survey Data]	N/A	N/A	NEW - BASELINE YEAR	86	N/A	≥86	Not available	≥86	N/A	N/A	Same	N/A	N/A	N/A	N/A

Corporate Theme	PI Ref	PI Description	2015/16		2016/17			2017/18		2018/19 Target Analysis				2018/19 Actual Analysis			
			Target	RCT Actual	Target	RCT Actual	All Wales Average	Target	RCT Actual	Target	How does the proposed 2018/19 target compare 2016/17 Welsh Average	How does the proposed 2018/19 target compare to 2017/18 Data	How does the proposed 2018/19 target compare to 2017/18 Target	Qtr 3	Qtr 3 18/19 Compared to 2017/18 Actual	2017 Wales Average	Compared to 2017/18 Wales Average - where applicable
Place	LLSD002	% of residents satisfied with the County Borough as a place to live [National Survey for Wales Data]	Not collected		NEW-BASELINE YEAR	85	86	≥85	80	≥80	Worse	Same	Worse	N/A	N/A	N/A	N/A
Place	PAM012	% of households successfully prevented from becoming homeless	N/A	48.71	60.00	63.22	N/A	68	74.7	70	N/A	Worse	Better	65.9	Worse	66.4	Worse
Place	PAM020 LTHS011a	% of Principal A Roads in overall poor condition	8.7	7.2	8.7	5.6	3.7	5.4	5.2	4.9	Worse	Better	Better	4.9	Better	3.7	Worse
Place	THS012	The percentage of principal (A) roads, non-principal (B) roads and non-principal (C) roads that are in overall poor condition	10.0	8.6	7.2	7.2	10.7	6.5	5.7	5.6	Better	Better	Better	4.8	Better	N/A	N/A
Place	PAM031 WMT004b	% of municipal waste sent to landfill	42.00	22.59	BASELINE YEAR*	2.16	9.5	5.00	1.76	5.00	Better	Worse	Same	3.56	Worse	11.0	Better
Place	PAM030 WMT009b	% of municipal waste collected by local authorities and prepared for reuse and/ or recycling, including source segregated biowastes that are composted or treated biologically in another way	58.00	60.49	62.00	64.41	63.81	65.0	61.31	63.00	Worse	Better	Worse	60.87	Worse	62.7	Worse
Place	PAM043	Kilograms of residual waste generated per person (NEW)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	New Baseline Year	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Place	PAM010 STS005b	% of streets that are clean	95.0	100.0	95.0	100.0	96.6	95.0	99.4	95.00	Better	Worse	Same	100.0	Better	95.8	Better
Place	LLSD003	% of residents satisfied with the condition of roads and pavements [Survey Data]	Not collected	N/A	NEW-BASELINE YEAR	36	N/A	≥36	Not available	≥36	N/A	N/A	Same	N/A	N/A	N/A	N/A
Place	PAM035	Average number of working days taken to clear fly tipping incidents {NEW}	N/A	N/A	N/A	N/A	N/A	N/A	N/A	5 Days	N/A	N/A	N/A	2.27	N/A	N/A	N/A
Place	LSTS006 PAM011	% of reported fly tipping incidents on relevant land cleared within 5 working days	95.00	97.81	95.00	96.87	95.37	95.00	96.94	95.00	Worse	Worse	Same	97.60	Better	N/A	N/A
LWoM	LACP005	Gross Revenue Expenditure on Council Tax Benefits & Administration per head of population	N/A	9**		10**	N/A	N/A	8	N/A	N/A	N/A	N/A	8	Same	N/A	N/A
LWoM	LACP004	The level of Council Tax increase	N/A	3.80	≤3.80	2.75	3.63	≤2.75	2.25	3.3	Better	Worse	Better	3.3	Worse	N/A	N/A
LWoM	LCSC308	% of customer interaction via the web and mobile devices	N/A	N/A		82.40	N/A	50.0	85.2	80.0	N/A	Worse	Better	87.1	Better	N/A	N/A
LWoM	LCSC401	% of payments receipted via Customer Care that are self served via website and/or touchtone or kiosks	N/A	72		76.4	N/A	70.0	82.2	80.0	N/A	Worse	Better	88.3	Better	N/A	N/A
LWoM	LCSC206	% enquiries resolved at first point of contact based on customer view - One4aLL centres	N/A	N/A		95.70	N/A	90.0	97.7	95.0	N/A	Worse	Better	97.9	Better	N/A	N/A
LWoM	LCSC110	% of enquiries resolved at first point of contact based on customer view - telephone, daytime service	N/A	N/A		95.9	N/A	90.0	94.3	90.0	N/A	Worse	Same	98.0	Better	N/A	N/A
LWoM	LCSC309	% enquiries resolved at first point of contact based on customer view - website/e-access	N/A	N/A		86.7	N/A	80.0	86.5	80.0	N/A	Worse	Same	87.7	Better	N/A	N/A
LWoM	LEST001	% Reduction in the occupied office accommodation floor space across the Council (m2)	N/A	N/A		14.05	N/A	18.14	14.05	18.14	N/A	Better	Same	N/A	N/A	N/A	N/A
Other National Pls	PAM018	% of all planning applications determined in time	N/A	N/A	N/A	N/A	N/A	NEW-BASELINE YEAR	90	90	N/A	Same	N/A	N/A	N/A	88.5	N/A
Other National Pls	PAM019	% of planning appeals dismissed	N/A	N/A	N/A	N/A	N/A	NEW-BASELINE YEAR	50	66	N/A	Better	N/A	N/A	N/A	62.3	N/A
Other National Pls	PAM021 LTHS012b	% of Principal B Roads in overall poor condition	N/A	7.1		5.9	4.2	6.1	6.2	6.4	Worse	Worse	Worse	6.5	Worse	4.3	Worse
Other National Pls	PAM022 LTHS012c	% of Principal C Roads in overall poor condition	N/A	11.6		10.2	15.0	8.9	6.2	6.7	Better	Worse	Better	3	Better	14.1	Better

Corporate Theme	PI Ref	PI Description	2015/16		2016/17			2017/18		2018/19 Target Analysis				2018/19 Actual Analysis			
			Target	RCT Actual	Target	RCT Actual	All Wales Average	Target	RCT Actual	Target	How does the proposed 2018/19 target compare 2016/17 Welsh Average	How does the proposed 2018/19 target compare to 2017/18 Data	How does the proposed 2018/19 target compare to 2017/18 Target	Qtr 3	Qtr 3 18/19 Compared to 2017/18 Actual	2017 Wales Average	Compared to 2017/18 Wales Average - where applicable
Other National Pls	PAM023	Percentage of food establishments that meet food hygiene standards	90	92.74	93	94.17	95.2	95.00	93.75	95	Worse	Better	Same	93	Worse	95.27	Worse
Other National Pls	PAM024 Measure 13	% of adults satisfied with their care and support	NEW	N/A	N/A	83.64	N/A	84	84	84	N/A	Same	Same	N/A	N/A	N/A	N/A
Other National Pls	PAM025 Measure 19	Rate of people kept in hospital while waiting for social care per 1,000 population aged 75+	NEW	N/A	N/A	4.95	N/A ²	4.50	1.88	1.3	N/A	Better	Better	2.61	Worse	N/A	N/A
Other National Pls	PAM026 Measure 15	% of carers that feel supported	NEW	N/A	N/A	100	N/A	100	67	100	N/A	Same	Same	N/A	N/A	N/A	N/A
Other National Pls	PAM027 Measure 13	% of children satisfied with their care and support	NEW	N/A	N/A	91	N/A	91	92	92	N/A	Worse	Better	N/A	N/A	N/A	N/A
Other National Pls	PAM028 Measure 24	% of child assessments completed on time	NEW	90.20	N/A	98	N/A	98	93	98	N/A	Worse	Same	97.03	Better	N/A	N/A
Other National Pls	PAM029 Measure 33	% of children in care that had to move 3 or more times	NEW	5.90	5.9	8.3	9.8	5.9	7.4	7	Better	Better	Worse	7.2	Better	N/A	N/A
Other National Pls	PAM014	No. of new homes created as a result of bringing empty properties back into use	N/A	N/A	N/A	N/A	N/A	Baseline year	6	5	N/A	N/A	N/A	N/A	N/A	97	N/A
Other National Pls	PAM036	No. of additional affordable housing units delivered per 10,000 households	N/A	N/A	N/A	N/A	N/A	N/A	N/A	NEW - Baseline Year	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Other National Pls	PAM040	% of quality Indicators (with targets) achieved by the library service	N/A	N/A	N/A	N/A	N/A	N/A	N/A	65	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Other National Pls	PAM033	% of pupils assessed in Welsh at the end of the foundation phase - NEW	N/A	N/A	N/A	N/A	N/A	N/A	N/A	NEW - Baseline Year	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Other National Pls	PAM034	Percentage of year 11 pupils studying Welsh (first language) - NEW	N/A	N/A	N/A	N/A	N/A	N/A	N/A	NEW - Baseline Year	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Other National Pls	PAM041	% of NERS clients who completed the exercise programme	N/A	N/A	N/A	N/A	N/A	N/A	N/A	50	N/A	N/A	N/A	47	N/A	N/A	N/A
Other National Pls	PAM042	% of NERS clients whose health had improved on completion of the exercise programme	N/A	N/A	N/A	N/A	N/A	N/A	N/A	100	N/A	N/A	N/A	100	N/A	N/A	N/A
Other National Pls	PAM001 CHR002	The number of working day/shifts per fulltime equivalent (FTE) local authority employee lost due to sickness absence	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	10.41	N/A

Tudalen way



RHONDDA CYNON TAF COUNTY BOROUGH COUNCIL

MUNICIPAL YEAR 2018 / 2019

FINANCE AND PERFORMANCE SCRUTINY COMMITTEE

2nd April 2019

REPORT OF THE DIRECTOR OF LEGAL AND DEMOCRATIC SERVICES

1.0 PURPOSE OF REPORT

- 1.1 This report constitutes the requirement to provide Members with the opportunity to scrutinise the 2019/20 Capital Strategy Report and 2019/20 Treasury Management Strategy Report both of which are subject to approval by Council on 27th March 2019. The Council reports are attached as follows:

Appendix 1:

2019/20 Capital Strategy Report incorporating Prudential Indicators.

Appendix 2:

Treasury Management Strategy incorporating Investment Strategy, Treasury Management Indicators and Minimum Revenue Provision (MRP) Statement for 2019/20.

2.0 BACKGROUND

Capital Strategy

- 2.1 The Prudential Code for Capital Finance in Local Authorities (updated 2017) introduces a requirement to produce a Capital Strategy containing Prudential Indicators previously incorporated within the Treasury Management Strategy.
- 2.2 The Capital Strategy also provides contextual information on future Council plans that impact upon Treasury Management activity.

Treasury Management Strategy

- 2.3 The Treasury Management Strategy Report details the expected activities of the Treasury Management function in the forthcoming financial year (2019/20) in line with the Local Government Act 2003 and the CIPFA¹ Treasury Management Code of Practice and the CIPFA Prudential Code.

3.0 RECOMMENDATIONS

Subject to approval by Council, it is recommended that Members:

- 3.1 Scrutinise and comment on the information provided within Appendix 1 and Appendix 2.
- 3.2 Consider whether any matters contained in Appendix 1 and Appendix 2 require scrutiny in greater depth.

4.0 CONCLUSION

- 4.1 This report, together with Appendix 1 and Appendix 2, provides Members with the opportunity to scrutinise the 2019/20 Capital Strategy Report and Treasury Management Strategy Report 2019/20.

¹ CIPFA - Chartered Institute of Public Finance and Accountancy



RHONDDA CYNON TAF COUNTY BOROUGH COUNCIL

MUNICIPAL YEAR 2018 / 2019

COUNCIL

27th March 2019

**2019/20 CAPITAL STRATEGY REPORT INCORPORATING PRUDENTIAL
INDICATORS**

REPORT OF THE DIRECTOR OF FINANCE AND DIGITAL SERVICES

AUTHOR:- BARRIE DAVIES (01443) 424026

1.0 PURPOSE OF THE REPORT

- 1.1 The purpose of the Capital Strategy report is to provide a high level overview of how capital expenditure, capital financing and treasury management activity contribute to the provision of Council services along with an overview of the associated risk, its management and the implications for future financial sustainability.

2.0 RECOMMENDATIONS

It is recommended that Members:

- 2.1 Approve the Capital Strategy report incorporating the Prudential Indicators.

3.0 REASONS FOR RECOMMENDATION

3.1 To ensure compliance with the 2017 edition of the Prudential Code requiring local authorities to produce a Capital Strategy Report.

4.0 BACKGROUND

4.1 The Prudential Code¹ sets out a framework for self-regulation of capital spending for local authorities, in effect, allowing Councils to invest in capital projects without any limit as long as they are affordable, prudent and sustainable.

4.2 The 2017 edition of The Prudential Code introduced the requirement for a new report to be produced by local authorities called a Capital Strategy.

4.3 In accordance with this new requirement, the Council has developed this Capital Strategy document to support its strategic and financial planning arrangements, and also complement other key strategies and plans in place. For Members information, the Capital Strategy does not duplicate information included within other key strategies and plans such as the Treasury Management Strategy, Three Year Capital Programme and Corporate Plan 2016 – 2020 ‘the Way Ahead’, and should be read in conjunction with them.

4.4 The Council’s Capital Strategy covers the following areas:

- Strategic Context
- Capital Expenditure and Financing
- Asset Management
- Asset Disposals
- Treasury Management
- Other Long Term Liabilities
- Revenue Budget Implications
- Knowledge and Skills

5.0 STRATEGIC CONTEXT

5.1 The Council’s Capital Strategy is inherently linked to and informed by other key strategy documents.

[Corporate Plan 2016-20 'The Way Ahead'](#)

5.2 Capital investment by the Council is guided by the priorities within the Corporate Plan that sets out its ambition through a vision ‘*For a County Borough that has high aspirations, is confident and promotes opportunity for all*’ and focussing on three priorities:

- Economy – Building a strong economy;
- People – Promoting independence and positive lives for everyone; and

¹ Prudential Code - produced by the Chartered Institute of Public Finance and Accountancy (CIPFA) and is underpinned by the Local Government Act 2003 and the Capital Financing Regulations (Wales) 2004

- Place – Creating neighbourhoods where people are proud to live and work.

Other Key Strategies and Plans

5.3 The Council also has a number of other key strategies and plans that inform service delivery and its programme of capital investment. These include²:

- Revenue Budget Strategy – setting out the Council’s annual revenue budget requirement that includes its Capital Financing budget to support the delivery of the Capital Programme. The Council’s Revenue Budget Strategy 2019/20 can be viewed by clicking [here](#).
- Three Year Capital Programme – setting out capital expenditure plans and funding. The Council’s Capital Programme 2019/20 to 2021/22 can be viewed by clicking [here](#).
- Medium Term Financial Plan (MTFP) – setting out a forecast of revenue spending and funding for the period 2018/19 to 2021/22 (and includes a Capital Financing budget projection over this period). The latest MTFP can be viewed by clicking [here](#).
- Treasury Management Strategy.
- Corporate Asset Management Plan.
- Service Delivery Plans – a plan for each service area setting out key priorities, measures and risks.
- Cwm Taf Well-Being Plan - a long term partnership plan for the Cwm Taf area (Rhondda Cynon Taf and Merthyr Tydfil) in line with the Well-Being of Future Generations Act. The Cwm Taf Well-being Plan can be viewed by clicking [here](#).

5.4 In January 2018 the Council set out strategic capital investment priorities covering a 3 to 5 year period over and above its normal capital programme. This commitment, representing an investment of over £300M, was aligned to the Council’s strategic plans by supporting long term investment in highways infrastructure, 21st Century Schools, new housing, community assets and town centre and economic regeneration.

6. CAPITAL EXPENDITURE AND FINANCING

6.1 Capital expenditure is where the Council spends money on assets such as property or vehicles that will be used for more than one year. The Council does have some limited discretion over what it deems to be capital expenditure, for

² A brief summary of the strategy or plan is provided where it is not covered elsewhere within the Capital Strategy

example, assets costing less than £10k are not capitalised and are charged to revenue in-year.

Capital Programme 2019/20 to 2021/22

- 6.2 The Council set its capital programme on 6th March 2019 totalling £173.202M over three years.
- 6.3 All capital expenditure must be financed either from external sources (e.g. grants and third party contributions), the Council's own resources (e.g. revenue and capital receipts) or borrowing (e.g. loans, leasing). A summary of available capital resources for the Capital Programme 2019/20 to 2021/22 is included at 'Indicator 1 : Capital Expenditure'.
- 6.4 The Capital Programme 2019/20 to 2021/22 has prioritised investment in line with Corporate Plan priorities. This includes:
- Economy – 21st Century schools; redevelopment of the Taff Vale site and Pontypridd YMCA (both located in Pontypridd); development of modern industrial units at Robertstown and Coed Ely; up grading town centre buildings; and on-going investment to support Strategic Opportunity Areas as agreed by Cabinet on [21st September 2017](#) (i.e. Cynon Gateway – energising the region; the Wider Pontypridd, Treforest – Edge of the City, heart of the region; Pontypridd Town – pivotal to the region; A4119 corridor – regional Rhondda gateway; and Llanilid on the M4 - driving the regional economy).
 - People – Extracare facilities, parks and green spaces, play areas, leisure centre enhancements and King George V running track.
 - Place – Highways structures (bridges and walls), road resurfacing and transport infrastructure schemes (e.g. Mountain Ash cross valley link and Llanharan by-pass).
- 6.5 There is a statutory duty under the Local Government Act 2003 for the Council to determine and keep under review how much it can afford to borrow. The Council must have due regard to the **Prudential Code** when setting its affordable borrowing limit ("Authorised Limit"). This requires the Council to ensure that total capital investment and borrowing remains affordable, sustainable and prudent.
- 6.6 To comply with both the Prudential Code and Treasury Management Code, the Council has to determine and set Prudential and Treasury Management Indicators in relation to capital expenditure, external debt and treasury management activities. The purpose of the indicators is to provide a framework for Capital Expenditure decision making.

- 6.7 To comply with the Codes every Council is required to agree a set of prudential indicators prior to the start of the financial year. These indicators must be prepared by the Chief Finance Officer and presented to Council, as part of the budget setting cycle. The indicators cover a three year period and must be monitored during the year.
- 6.8 The indicators are purely for internal use by the Council and are not intended for use as comparators (i.e. between Councils) nor should they be viewed individually. The real value will arise as a result of monitoring the movement in indicators over time.
- 6.9 Capital Expenditure is predominantly funded by Welsh Government support, capital grants and capital receipts. The remaining balance of expenditure will form a borrowing need. General capital funding from the Welsh Government takes the form of General Capital Grant plus “supported borrowing”. Any amounts of capital expenditure above these limits will be classed as unsupported and will have an impact on the Council Tax (unless extra borrowing costs are funded through existing budgets).
- 6.10 The following indicators are required (by the Prudential Code) to be approved:
- Capital Expenditure
 - Capital Financing Requirement
 - External Debt
 - Gross Debt and the Capital Financing Requirement
 - Authorised Limit
 - Operational Boundary
 - Ratio of Financing Costs to Net Revenue Stream

Capital Expenditure and the Capital Financing Requirement

- 6.11 The Capital Expenditure plans of the Council will be financed through various sources such as capital receipts, grants and other contributions. The remaining element which cannot be immediately financed from resources will constitute our borrowing requirement. The estimated level of available capital resources is provided in summary as the Capital Expenditure Indicators below.

Indicator 1 : Capital Expenditure

	2018/19 Projected Outturn £M	2019/20 Estimate £M	2020/21 Estimate £M	2021/22 Estimate £M
Supported spend	85.499	81.643	23.623	18.957
Unsupported spend	42.799	37.047	7.932	4.000
Total spend	128.298	118.690	31.555	22.957
Financed by:-				
Borrowing	49.771	43.953	14.838	10.906
Other Capital Resources (e.g. Grants, Capital Receipts)	78.527	74.737	16.717	12.051

- 6.12 The Capital Financing Requirement (CFR) represents the Council's underlying need to borrow for capital purposes. The CFR is capital expenditure that has not yet been paid for from either revenue or capital resources.
- 6.13 The expected movement in the CFR over the next three years is dependent on the level of supported and unsupported capital expenditure and decisions taken during the budgeting cycle.
- 6.14 The unsupported element of borrowing relates to the capital expenditure freedom allowed under the Prudential Code. The Prudential Code anticipates that these freedoms would enable Councils to enter into projects such as "spend to save" schemes or decisions to allocate additional resource from revenue to capital, to enable service / asset enhancements. Members have already shown their willingness to use this option for schemes such as investment in schools.
- 6.15 The main factor limiting the Council's ability to undertake unsupported capital expenditure is whether the revenue resource is available to support in full the implications of capital expenditure, i.e. both borrowing costs and running costs. In other words, can the Council afford the implications of the unsupported capital expenditure?
- 6.16 The Council's expectations for the CFR in the next three years is shown below.

Indicator 2 : Capital Financing Requirement (CFR)

	2018/19 31/03/19 Projected Outturn £M	2019/20 31/03/20 Estimate £M	2020/21 31/03/21 Estimate £M	2021/22 31/03/22 Estimate £M
CFR	473.838	505.600	506.538	503.075
Net movement in CFR		31.762	0.938	(3.463)

- 6.17 A key risk is that the level of Welsh Government support has been estimated and is, therefore, subject to change. Similarly, some of the estimates for other sources of funding, such as capital receipts, may also be subject to change over this time. Officers will continue to monitor the totality of capital resources and will report back to Members if further action is required.
- 6.18 The expected external debt for each year is as detailed below.

Indicator 3: External Debt

	2018/19 31/03/19 Projected Outturn £M	2019/20 31/03/20 Estimate £M	2020/21 31/03/21 Estimate £M	2021/22 31/03/22 Estimate £M
Borrowing	338.697	378.447	417.697	457.947
Other long term liabilities	0.507	0.584	0.583	0.583
Total External Debt 31 st March	339.204	379.031	418.280	458.530
Net movement in External Debt		39.827	39.249	40.250

6.19 Long Term Liabilities include the Council's future finance lease payments.

Limits to Borrowing Activity

6.20 The first key control over the Council's activity is to ensure that, over the medium term, borrowing will only be for a capital purpose. The Council needs to ensure that external borrowing does not exceed the total of the capital financing requirement in the preceding year plus the estimate of the additional capital financing requirement for the next three financial years. This allows some flexibility within a three-year period to deliver an effective treasury management strategy.

Indicator 4: Gross Debt and the Capital Financing Requirement

	2018/19 31/03/19 Projected Outturn £M	2019/20 31/03/20 Estimate £M	2020/21 31/03/21 Estimate £M	2021/22 31/03/22 Estimate £M
Gross Borrowing	339.204	379.031	418.280	458.530
Capital Financing Requirement	473.838	505.600	506.538	503.075

6.21 As the above shows, gross borrowing is below the relevant CFR for current and future years. This is termed "under-borrowing". This view takes into account current commitments, existing plans and the proposals in the latest 3 year capital programme. Again, this indicator will be monitored and revised at Council, if necessary, during the three-year period.

- 6.22 The Authorised Limit represents the limit beyond which borrowing is prohibited, and needs to be set, monitored and revised by Members. It reflects the maximum level of borrowing to fund existing capital commitments, which could be afforded in the short term, but is not sustainable. It is the expected maximum borrowing need, with some added headroom for unexpected movements.
- 6.23 This is the statutory limit determined under section 3 (1) of the Local Government Act 2003. The Government retains an option to control either the total of all Councils' plans or those of a specific Council. The Government has not yet exercised this control.

Indicator 5 : The Authorised Limit

	2018/19 31/03/19 Projected Outturn £M	2019/20 31/03/20 Estimate £M	2020/21 31/03/21 Estimate £M	2021/22 31/03/22 Estimate £M
Gross Borrowing Limit	338.697	510.000	510.000	510.000
Other long term liabilities	0.507	2.000	2.000	2.000
Authorised Limit	339.204	512.000	512.000	512.000

- 6.24 The Operational Boundary is based on the probable external debt during the course of the year; actual borrowing could vary around this boundary, for short times, during the year. It should act as an indicator to ensure the Authorised Limit is not breached.

Indicator 6 : The Operational Boundary

	2018/19 31/03/19 Projected Outturn £M	2019/20 31/03/20 Estimate £M	2020/21 31/03/21 Estimate £M	2021/22 31/03/22 Estimate £M
Gross Borrowing Limit	338.697	380.000	425.000	460.000
Other long term liabilities	0.507	1.000	1.000	1.000
Operational Boundary	339.204	381.000	426.000	461.000

Affordability Prudential Indicators

- 6.25 Previous sections have covered overall capital and control of borrowing indicators, but there is also a requirement to assess the affordability of capital investment plans. This provides an indication of the impact of the capital investment plans on the overall Council finances.
- 6.26 The Ratio of Financing Costs to Net Revenue Stream identifies the trend in the cost of capital (borrowing costs net of interest and investment income) against the "net revenue stream". The net revenue stream for the General Fund is the amount collectable from Council Tax payers added to the Council's Revenue Support Grant (RSG) and Non Domestic Rates (NDR). The key use of this indicator is to compare trends in the ratio of financing costs to the net revenue stream, over time.

Indicator 7 : Ratio of Financing Costs to Net Revenue Stream

	2018/19 Comparator	2019/20 Estimate	2020/21 Estimate	2021/22 Estimate
General Fund	4.65%	4.86%	5.31%	5.49%

Governance

- 6.27 The rolling Three Year Capital Programme is constructed in line with the Council's agreed strategies and plans on an annual basis, reviewed by Cabinet and if deemed acceptable, is recommended to full Council for approval each year.
- 6.28 Throughout the year, capital programme updates are made public through the Council's quarterly Performance Reports that are reported to Cabinet for approval and thereafter scrutinised by the Finance and Performance Scrutiny Committee.

7.0 ASSET MANAGEMENT

- 7.1 To ensure that capital assets are managed in a proactive and efficient way, and continue to be of long term use, the Council has a Corporate Asset Management Plan (CAMP). The CAMP outlines the vision and approach to the strategic management of the assets of the Council and sets out the primary aims: to maximise the benefits derived from the Council's land and buildings; to support the delivery of its priorities; to meet service requirements; to raise revenue through rental income; and to comply with regulatory and statutory duties.

8.0 ASSET DISPOSALS

- 8.1 When a capital asset is no longer needed it may be sold so that proceeds, known as capital receipts, can be spent on new assets or to repay debt. The

capital receipts estimated to be received within the Capital Programme 2019/20 to 2021/22 are set out below.

Estimated Capital Receipts

	2019/20 Estimate £M	2020/21 Estimate £M	2021/22 Estimate £M
General Fund Capital Receipts	11.925	4.826	4.826

9.0 **TREASURY MANAGEMENT**

- 9.1 CIPFA defines Treasury Management as “The management of the local authority’s investments and cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks.”
- 9.2 Treasury management is concerned with keeping sufficient but not excessive cash available to meet the Council’s spending needs, while managing the risks involved. Surplus cash is invested until required, while a shortage of cash will be met by borrowing, to avoid excessive credit balances or overdrafts in the Council’s bank current account.
- 9.3 The Council’s Treasury Management Strategy Incorporating Investment Strategy, Treasury Management Indicators and Minimum Revenue Provision (MRP) Statement for 2019/20 (from hereon, the Treasury Management Strategy) is being considered alongside this report on the same agenda.

Borrowing Strategy

- 9.4 The Council’s policy will continue to be to maximise “internal borrowing”, running down cash balances and foregoing interest earned at historically low rates. We will though take the opportunity to lock in longer term debt as and when the opportunity arises, in line with advice from our Treasury Advisors.
- 9.5 Where the Council does need to borrow to fund the Capital Programme, its main objective is to achieve a low but certain cost of finance while retaining flexibility should there be changes in the financial market. The Council seeks a balance between lower cost short term loans and longer term fixed rate loans where the future cost is known and secured.

Investment Strategy

- 9.6 The Council’s policy on treasury investments, in line with the Welsh Government [Guidance on Local Government Investments](#), is to prioritise security and liquidity over yield and to focus on minimising risk rather than maximising returns.

- 9.7 Cash that is likely to be spent in the near term is invested with the Debt Management Office (DMO) and other public bodies. Longer term investments include lending to organisations, subject to S151 officer determination, following appropriate due diligence and subject to appropriate and acceptable security arrangements. These type of investments provide support for the delivery of investment aligned to the Council's own strategic objectives.

Governance

- 9.8 Decisions on investments are made by the S151 Officer in line with the criteria and limits approved by Council in the Treasury Management Strategy. Property and other regeneration and commercial investments can be capital expenditure and therefore will be approved via the appropriate decision making arrangements.
- 9.9 Following approval by full Council, the Treasury Management Strategy and the Capital Strategy Report incorporating Prudential Indicators are reported to the Finance and Performance Scrutiny Committee at the start of each financial year. During a financial year, a Mid-Year Treasury Management Stewardship Report and Annual Treasury Management Review Report (following year-end) is reported to full Council and thereafter reported to and scrutinised by the Finance and Performance Scrutiny Committee.

10.0 OTHER LONG TERM LIABILITIES

- 10.1 The Council is committed to making future payments to cover its pension fund liabilities (deficit) on the Pensions Reserve of £612M within the Council's balance sheet, under unusable reserves.
- 10.2 The Council has short term and long term provisions set aside amounting to £4.1M, the majority of which (£3.8M) is to cover Insurance and Land Compensation claims.
- 10.3 The Council's latest audited Statement of Accounts for the 2017/18 financial year can be viewed by clicking [here](#).

11.0 REVENUE BUDGET IMPLICATIONS

- 11.1 The Council's borrowing or debt is only a temporary source of finance, since loans and leases must be repaid over time, usually from Revenue which is known as the Minimum Revenue Provision (MRP). The interest costs and principal repayment of debt, net of any investment income, are known as financing costs and are determined in line with the Council's MRP policy.
- 11.2 The Council's net capital charges form part of the revenue budget and actual spend against budget is reported to Cabinet as part of quarterly Performance Reports. They are also set out within the Mid-Year Treasury Management Stewardship Report and Annual Treasury Management Review Report. The

Council also has a Treasury Management Earmarked Reserve in order to mitigate short / medium term volatility against this budget.

12.0 KNOWLEDGE AND SKILLS

- 12.1 The Council employs professionally qualified and experienced staff in senior positions with responsibility for making capital expenditure, borrowing and investment decisions. The Council also employ Treasury Management advisors to provide a range of specialist services including interest rate analysis, investment advice and technical support.

13.0 EQUALITY AND DIVERSITY IMPLICATIONS

- 13.1 The report provides a high level overview of how the Council's capital expenditure, capital financing and treasury management activity contribute to the provision of services along with an overview of how associated risks are managed. As a result, no Equality Impact Assessment is required for the purposes of this report.

14.0 CONSULTATION

- 14.1 Subject to approval of the Capital Strategy, this Report will be presented to the Finance and Performance Scrutiny Committee for review, challenge and where deemed required, the scrutiny of specific areas in more detail.

15.0 FINANCIAL IMPLICATION(S)

- 15.1 The financial results / implications of the Council's Treasury Management arrangements will be incorporated into quarterly Performance Reports during the year.

16.0 LEGAL IMPLICATIONS OR LEGISLATION CONSIDERED

- 16.1 The report ensures the Council complies with its legal duty under the Local Government Act 2003 and in doing so is in line with the CIPFA Code of Practice on Treasury Management and the CIPFA Prudential Code for Capital Finance in Local Authorities.

17.0 LINKS TO CORPORATE AND NATIONAL PRIORITIES AND THE WELL-BEING OF FUTURE GENERATIONS ACT

- 17.1 This report evidences the progress made in delivering the Council's Corporate Plan – *'The Way Ahead'* in particular through supporting the 'Living Within Our

Means' theme by pursuing optimum treasury management, capital and revenue performance or return at the same time as managing associated risk.

- 17.2 The report also supports the Well-being of Future Generations Act in particular 'a globally responsible Wales' through responsible management and investment of the Council's resources.

18.0 CONCLUSIONS

- 18.1 The Capital Strategy Report incorporating Prudential Indicators sets out a high level overview of how capital expenditure, capital financing and treasury management activity contribute to the provision of Council services along with an overview of the associated risk, its management and the implications for future financial sustainability.
- 18.2 With regards to the Prudential and Treasury Management Indicators, these will be monitored throughout the financial year with details reported to Members as part of the Council's quarterly performance reporting arrangements and scrutiny process.

Other information:

LOCAL GOVERNMENT ACT 1972

AS AMENDED BY

THE LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985

RHONDDA CYNON TAF COUNTY BOROUGH COUNCIL

COUNCIL 27th MARCH 2019

REPORT OF THE DIRECTOR OF FINANCE AND DIGITAL SERVICES

Item: 2019/20 CAPITAL STRATEGY REPORT INCORPORATING PRUDENTIAL INDICATORS

Background Papers

- 6th March 2019 Council meeting – Report: The Council's Capital Programme 2019/20 – 21/22.
- 6th March 2019 Council meeting – Report: The Council's 2019/20 Revenue Budget

Officer to contact: Barrie Davies (Director of Finance and Digital Services)



RHONDDA CYNON TAF COUNTY BOROUGH COUNCIL

MUNICIPAL YEAR 2018 / 2019

COUNCIL

27th March 2019

**TREASURY MANAGEMENT STRATEGY INCORPORATING INVESTMENT
STRATEGY, TREASURY MANAGEMENT INDICATORS AND MINIMUM
REVENUE PROVISION (MRP) STATEMENT FOR 2019/2020**

REPORT OF THE DIRECTOR OF FINANCE AND DIGITAL SERVICES
AUTHOR:- BARRIE DAVIES (01443) 424026

1.0 PURPOSE OF THE REPORT

- 1.1 The purpose of the report is to set out the Council's:-
- Treasury Management Strategy for 2019/20;
 - Investment Strategy for 2019/20;
 - Treasury Indicators for 2018/19 (actuals to date) and 2019/20, 2020/21 and 2021/22; and
 - Minimum Revenue Provision (MRP) Policy Statement.

2.0 RECOMMENDATIONS

It is recommended that Members:

- 2.1 Approve the Treasury Management Strategy, Investment Strategy, Treasury Indicators and the Minimum Revenue Provision (MRP) Policy Statement as set out in the report.

3.0 INTRODUCTION

- 3.1 CIPFA defines Treasury Management as:
“The management of the local authority’s investments and cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks.”
- 3.2 The Local Government Act 2003 and supporting regulations require the Council to have regard to the CIPFA (Chartered Institute of Public Finance and Accountancy) Treasury Management Code of Practice and the CIPFA Prudential Code. This report also meets the requirements of Welsh Government MRP Guidance and Welsh Government Investment Guidance.
- 3.3 This Treasury Management Strategy Statement details the expected activities of the Treasury Management function in the forthcoming financial year (2019/20).
- 3.4 To supplement the CIPFA Code of Practice, the Welsh Government has issued Guidance on Local Government Investments which require local authorities to report their Investment Strategy. A key requirement of the guidance is to explain management of risk associated with Treasury Management activity. Reports on actual activity will be produced after the year end and also following a mid year review. Such reports, including this strategy are subject to Member scrutiny.
- 3.5 The Prudential Code is produced by the CIPFA and is underpinned by the Local Government Act 2003 and the Capital Financing Regulations (Wales) 2004. The Code sets out a framework for self regulation of capital spending, in effect allowing Councils to invest in capital projects without any limit as long as they are affordable, prudent and sustainable.
- 3.6 It is a statutory requirement under Section 33 of the Local Government Finance Act 1992, for the Council to produce a balanced budget. In particular, Section 32 requires revenue costs from capital financing decisions to be included in the budget requirement.
- 3.7 The implementation of MiFID II (Market in Financial Instruments Directive) reclassifies local and public authorities as retail investors, by default, from 3rd January 2018. Such a reclassification would increase costs for financial advice and potentially restrict access to certain financial products. To avoid such additional costs and restrictions the Council has elected for a return to professional status (“opt up”) in order to ensure there is access to the full range of services and products required. The conditions of professional status require local authorities to have an investment balance of at least £10M and the person authorised to make the investment decision must have at least one year’s relevant professional experience. The Council’s money market brokers and treasury management advisors have confirmed our professional client status.

4.0 **TREASURY MANAGEMENT STRATEGY 2019/20**

4.1 The proposed Treasury Management Strategy for 2019/20 is based on officers' views on likely interest rates, supplemented with forecasts provided by the Council's independent treasury advisors. The strategy covers:

- Current Portfolio Position
- Prospects for Interest Rates
- Borrowing Strategy (including borrowing in advance of need)
- Debt Rescheduling Opportunities

4.2 Information is also provided on the use of Treasury Management advisors and relevant training that has taken place.

5.0 **Current Portfolio Position**

5.1 The Council's treasury portfolio position as at the end of December 2018 comprised:

		£M	Av. Rate
<u>Debt</u>			
Fixed Rate	PWLB	148.697	3.54%
	Market	54.500	5.00%
	Market(LOBO)	31.000	4.50%
Variable Rate	Market	82.000	0.67%
		316.197	3.14% *
<u>Investments</u>			
Variable Rate	Public Bodies	9.600**	0.41%

* Estimated weighted average rate of borrowing for 2018/19 is 3.56%

** Does not include investment with Trivallis

5.2 A LOBO is a financial instrument called a "Lender's Option Borrower's Option". It provides a lower rate of interest for the initial period and a higher rate for the rest of its term (reversionary period), albeit that the higher rate was comparable with interest rates prevailing at the time the loans were taken. At the end of the initial period and at six monthly intervals, the lender has the option to increase the interest rate payable. This provides the Council with the option to repay the loan if the terms are not acceptable.

6.0 Prospects for Interest Rates

- 6.1 The level of the Bank Rate (set by the MPC – Monetary Policy Committee) tends to be the main factor which determines the rate of interest the Council receives on its short term investments. On 2nd August 2018 the Bank of England raised its Official Bank Rate from 0.5% to 0.75%.
- 6.2 The forward looking estimate of the Bank Rate, as provided by our Treasury Management advisors, is for the rate to increase once in 2019 and again in 2020.
- 6.3 Generally, the Council borrows its long term funding from the Public Works Loans Board (PWLB). Long term PWLB rates increase and decrease in line with gilt yields (government bonds). The Council's Treasury Management advisors latest forecast of interest rates is as follows:

	5 yr	10 yr	20 yr	50 yr
2019/20	2.30%	2.75%	3.05%	3.00%
2020/21	2.40%	2.85%	3.20%	3.15%
2021/22	2.40%	2.85%	3.20%	3.15%

- 6.4 In the UK, the MPC has maintained expectations of a slow rise in interest rates in the future. Our Treasury advisors have forecast a rate rise late in 2019 after an extended period of Brexit uncertainties.
- 6.5 Data shows that the economy slowed in late 2018 and has weakened further in early 2019. Growth is expected to remain low over much of 2019. These forecasts will be revisited as there is further clarity around the Brexit process and timescales.
- 6.6 Short term investment and borrowing rates are likely to remain low during 2019/2020.

7.0 Borrowing Strategy (including borrowing in advance of need)

- 7.1 The Council's borrowing requirement for 2019/20 is currently £44.0M based on the current Capital Programme (as approved by Council, 6th March 2019). The opportunities afforded by the Prudential Code increase the possibility of further borrowing being required during the year. The strategy, Prudential Indicator and Limits may need to be refined accordingly in light of future decisions. Further details of Prudential Indicators and Limits are detailed within the Capital Strategy being considered alongside this report on the same agenda.
- 7.2 Uncertainty over future interest rate prospects increase the risks associated with treasury activity. As a result the Council will continue to take a cautious approach to its treasury strategy.

- 7.3 The policy will be to continue to maximise “internal borrowing”, running down cash balances and foregoing interest earned at historically low rates. This also minimises counterparty risk (risk that an investment may become irrecoverable). This continues to be our favoured approach (referred to as maintaining an “underborrowed” position), meaning that the capital borrowing need (the Capital Financing Requirement) has not been fully funded with loan debt. We will though take the opportunity to lock in longer term debt as and when the opportunity arises, in line with advice from our Treasury Advisors.
- 7.4 Short term borrowing could be taken from the money market or other public bodies such as local authorities by the Treasury Management team for day to day cashflow purposes.
- 7.5 The Council may arrange forward starting loans where the interest rate is fixed in advance, but the cash is received at a later date, up to a maximum of one year. This would enable certainty of costs without suffering a cost of carry in the intervening period. The cost of carry is the cost incurred where funds are borrowed prior to being required.
- 7.6 Shorter term rates may provide lower cost opportunities in the short/medium term. However, in view of the overall forecast for long term borrowing rates to increase over the next few years, consideration will be given to longer term borrowing from PWLB to balance the short term advantage of short term borrowing against the risk of increasing long term rates.
- 7.7 There are uncertainties associated with the forecasts detailed above. Alternative approaches given different interest rate forecasts are shown below:
- Risk of sharp fall in long and short term rates – long term borrowing will be postponed and potential rescheduling from long term to short term borrowing could be considered.
 - Risk of sharper than forecast rise in long and short term rates – fixed rate borrowing taken whilst rates still cheap.
- 7.8 The Section 151 Officer (or in his absence the Deputy Section 151 Officer), under delegated powers, will take the most appropriate form of borrowing depending on the prevailing interest rates and forecasts at the time, taking into account advice provided by our advisors and an assessment of risk. Members will be advised of borrowing activity during the year as part of the Council's quarterly performance reporting arrangements and the Treasury Management mid year review.
- 7.9 The revised Codes of Practice require Councils to specify their approach in terms of “Borrowing in Advance of Need”. In line with the Prudential Code, Councils are able to borrow funds above their Capital Financing Requirement (ie its underlying borrowing requirement) for use in future years, thereby providing a degree of flexibility in terms of timing during the most favourable interest rate conditions. As evident in the Capital Strategy

this Council's levels of debt have been and remain significantly lower than our CFR and it is not anticipated that borrowing in advance of need is a course of action that this Council would pursue in the short to medium term. Consequently, there is no need to set a limit in terms of value or period of time. Risks and opportunities associated with borrowing in advance of need will continue to be monitored during the year and reported in the mid year review of treasury management activities.

8.0 Debt Rescheduling Opportunities

- 8.1 Debt rescheduling refers to the premature repayment of existing debt and replacing it with alternative cheaper borrowing.
- 8.2 The difference in rates applied to new borrowing and repayment of existing debt has meant that PWLB rescheduling is now less attractive. Consideration would need to be given to the large premiums which would be incurred on repaying debt early.
- 8.3 Early repayment of debt could be considered. This would run down investment balances as short term rates on investments are likely to be lower than that on debt. However, premium costs may be expensive and our investment balance estimates for 2019/20 are relatively low, therefore such a course of action is unlikely to be viable.
- 8.4 Any rescheduling and repayment of debt is likely to impact upon the Council's debt maturity profile and this will need to be considered in accordance with the relevant indicator.
- 8.5 The Council has previously taken advantage of maximising debt rescheduling opportunities. The reasons for any rescheduling to take place could include:
- the generation of savings, at minimum risk;
 - to help fulfil the strategy outlined in section 7 above; or
 - to enhance the balance of the long term portfolio (amend the maturity profile and/or the balance of volatility).
- 8.6 The Section 151 Officer will monitor prevailing rates for any opportunities during the year based upon information provided by the Council's Treasury advisors.

9.0 Treasury Management Advisors

- 9.1 The Council's Treasury Management advisors are Arlingclose Ltd. The company provides a range of services including:
- Technical support on treasury matters, capital finance issues and suggested report formats;
 - Economic and interest rate analysis;

- Debt services which includes advice on the timing of borrowing;
- Debt rescheduling advice on the existing portfolio;
- Generic investment advice on interest rates, timing and investment instruments;
- Credit ratings/market information service comprising the three main credit rating agencies.

9.2 Whilst the advisors provide support to the Council's treasury function, the final decision on any treasury matter remains with the Council.

9.3 The Council ensures that quality of service is maintained via feedback at regular meetings with key contacts.

9.4 The Council is currently undergoing a tendering process to appoint Treasury Management Advisors to provide the service from 1st April 2019 after the existing contract ends on 31st March 2019.

10.0 Member and Officer Training

10.1 During 2018/19, officers within the Treasury Management section have attended seminars facilitated by our advisors.

10.2 As part of continued professional development, officers will continue to keep up to date with emerging issues via seminars, research and regular information provided by advisors and other sources.

10.3 If any emerging issues arise, specific training sessions can be arranged for Members facilitated by our advisors.

10.4 The Council's Senior Accountant, Pension Fund and Treasury Management holds the Certificate in International Treasury Management – Public Finance, a professional qualification of CIPFA and the Association of Corporate Treasurers in the fundamentals of treasury management for the public service.

11.0 Reporting and Scrutiny

11.1 The Finance and Performance Scrutiny Committee will continue to undertake the required scrutiny function for treasury management activities. This will include:

- Quarterly updates (as part of the Council's Performance Reporting arrangements)
- Strategy report (as reported to full Council)
- Formal mid year review of treasury management (as reported to full Council)
- Annual review (as reported to full Council).

12.0 INVESTMENT STRATEGY

12.1 The Council's investment strategy has regard to the Welsh Government's Guidance on Local Government Investments and the 2017 revised CIPFA Treasury Management in Public Services Code of Practice and Cross Sectoral Guidance Notes. The Council's investment priorities will be security first, liquidity second and then yield (return).

12.2 Under the new International Financial Reporting Standard 9, Financial Instruments (IFRS 9), the accounting for certain investments depends on the Council's "business model" for managing them. The Council aims to achieve value from its internally managed treasury investments by a business model of collecting the contractual cash flows (interest) and therefore, where other criteria are also met, these investments will continue to be accounted for at amortised cost in the balance sheet, as principal amount outstanding plus any interest due.

12.3 The key requirements of both the Code and the investment guidance (issued by the Welsh Government) are to set an investment strategy, as part of its annual treasury strategy for the following year, covering the identification and approval of the following:

- Specified investments the Council will use together with the minimum acceptable credit quality. These are high security (i.e. high credit quality, although this is defined by the Council, and no guidelines are given), and high liquidity investments in sterling and with a maturity of no more than a year.
- Non-specified investments, clarifying the greater risk implications, identifying the general types of investment that may be used and a limit to the overall amount of various categories that can be held at any time.
- The strategy guidelines for choosing and placing investments, particularly non-specified investments.
- The principles to be used to determine the maximum periods for which funds can be committed.

12.4 The intention of the strategy is to provide security of investment and minimisation of risk.

12.5 Specified Investments

An investment is a Specified Investment if all of the following apply:

1. the investment is denominated in sterling
2. it is not long term
3. it is not defined as capital expenditure
4. it is of high credit quality or with one of the following public sector bodies:

- a. the UK government; or
 - b. a local authority in England or Wales (as defined in S23 of the 2003 Act) or similar body in Scotland or Northern Ireland

- 12.6 These investments are sterling investments of not more than one-year maturity, or those which could be for a longer period but where the Council has the right to be repaid within 12 months if it wishes. These are considered low risk assets where the possibility of loss of principal or investment income is small. These would include sterling investments which would not be defined as capital expenditure with:
 - The UK Government (such as the Debt Management Account Deposit Facility, UK Treasury Bills or a Gilt with less than one year to maturity).
 - A local authority, parish council or community council.
 - A body that is considered of a high credit quality. This covers bodies with a minimum long term rating of A- (or the equivalent) as rated by Fitch rating agency or equivalent.
 - Within these bodies, and in accordance with the Code, the Council has set additional criteria to set the time and amount of monies which will be invested in these bodies.

- 12.7 The Code of Practice requires Councils to not rely solely on credit ratings but to supplement it with other information. The other information referred to includes quality financial press, credit default swaps, share prices, annual reports, statements to markets, information on government support for banks, credit ratings of that government support, rates being paid, what other banks are saying, information provided by advisors, market price (and movement of market price) of existing debt securities issued by counterparties. This represents a significant pool of “other information”.

- 12.8 The review of all such information will be incorporated into the Council’s decision making processes although it will not be a simplistic and quick process and will need to be considered alongside the relative benefits of making one investment over another (e.g. versus DMO) and the relative risks of exposing the Council’s resources.

- 12.9 Members will recall that all of the Council’s investments were transferred to the Debt Management Office DMADF (Debt Management Account Deposit Facility) upon the onset of the national and international economic crisis which started in 2008. The cost of this security in terms of loss of interest is negligible as rates offered by banks for short term deposits are comparable to rates offered by the DMO DMADF and other public bodies.

- 12.10 It is proposed that these arrangements continue for 2019/20, that is, that all Council investments will be with the DMADF or with other Government backed Public Sector Bodies, and that these arrangements should be kept under constant review.

12.11 Non-Specified Investments

12.12 Non-specified investments are any other type of investment (i.e. not defined as Specified above).

12.13 At the Council meeting on the 20th July 2016, Council agreed to supplement our existing investment strategy by approving lending to organisations upon which we would undertake appropriate due diligence **and** put in place appropriate security arrangements. This could result in the Council being able to achieve better investment returns at an acceptable level of risk and to secure base budget savings over the short to medium term to protect frontline services.

12.14 Such transactions are termed “Non Specified Investments”. These are investments that do not meet all the criteria of “Specified Investments”. The criteria for Specified Investments are:

- The investment is denominated in sterling
- It is not long term
- It is not capital expenditure
- It is of high credit quality

12.15 Investment decisions in these “Non Specified Investments” will be subject to S151 officer determination, following appropriate due diligence and subject to appropriate and acceptable security arrangements being put in place as part of a commercial agreement.

12.16 A maximum exposure for this type of investment (as amended and agreed at Council on the 29th November 2017) is set at £25M with a maximum maturity limit of 30 years.

12.17 Non specified investments could also include the Council’s own banker if it fails to meet the high credit criteria. In all instances balances are minimised by transferring monies to the DMO but there is a possibility that not all sums can be transferred. For example the DMO has a minimum deal size of £1M and deposits are on occasion transferred into the Council’s bank account after the deadline for daily trading / cash transfer. In such circumstances the Council’s exposure is limited to overnight.

12.18 The Council will not invest in any other non-specified investment.

13.0 Risk Benchmarking

13.1 In accordance with Welsh Government guidance (revised 2010), this Investment Strategy sets out the Council's policies for giving priority to firstly, the security of investments, secondly liquidity, and thirdly yield. It sets out the Council’s criteria for choosing investment counterparties and limiting the exposure of risk of loss.

13.2 The codes and statutory guidance require the consideration, approval and monitoring of security and liquidity benchmarks. Yield benchmarks are currently widely used and less subjective than those relating to security and liquidity.

13.3 The benchmarks for security, liquidity and yield are targets, not limits and as such, may be breached from time to time. The purpose of the benchmark is to monitor trends and act as early warning signals. Actual activity levels will be reported in the mid year and annual reports.

13.4 Security

13.5 Investment limits are set by reference to the lowest published long term credit rating from a selection of external rating agencies. Where available, the credit rating relevant to the specific investment class of investment is used, otherwise the counterparty credit rating is used. However investment decisions are never made solely based on credit ratings, and all other relevant factors including external advice will be taken into account.

13.6 When deteriorating financial market conditions affect the creditworthiness of all organisations, this is not generally reflected in the credit ratings, but can be seen in other market measures. In these circumstances, the Council will restrict its investments to those organisations of higher credit quality and reduce the maximum duration of its investments to maintain the level of security.

13.7 Liquidity

13.8 This is defined as having adequate, though not excessive cash resources, borrowing arrangements, overdrafts or standby facilities. The Council maintains a bank overdraft facility of £5m.

13.9 It is recommended that the Council sets limits for

- Liquid short term deposits available with a week's notice.
- Weighted Average Life benchmark and maximum. The shorter the weighted average life of the portfolio implies less risk.

As we are maintaining low levels of cash to minimise credit risk, the setting of such targets / limits is not appropriate.

13.10 Any investment for greater than 365 days will be made with a prudent approach to cashflow requirements and in accordance with above limits.

13.11 Yield

13.12 The benchmark used is 7 day LIBID. At the moment, as our operating strategy is to only invest in the Debt Management Office or other public bodies, it is unlikely we will meet this target.

14.0 Forecast for Investment Returns

- 14.1 Traditionally, investments which would have been invested longer would secure better returns, however uncertainty over counterparty creditworthiness suggests short dated investments in higher credit quality establishments will provide better security. The Council will continue to favour security above return.
- 14.2 Expectations on shorter-term interest rates, on which investment decisions are based, show a low possibility of an increase in the rate. Our projected interest receipts will be prudent, reflecting our low risk strategy.

15.0 TREASURY MANAGEMENT INDICATORS AND LIMITS FOR 2019/20

- 15.1 To comply with both the Prudential Code and Treasury Management Code, the Council has to determine and set Prudential and Treasury Management Indicators in relation to capital expenditure, external debt and treasury management activities. The purpose of the indicators is to provide a framework for Capital Expenditure decision making.
- 15.2 To comply with the Codes every Council is required to agree a set of prudential indicators prior to the start of the financial year. These indicators are prepared by the Chief Finance Officer and presented to Council, as part of the budget setting process. The indicators cover a three year period and must be monitored during the year.
- 15.3 The indicators are purely for internal use by the Council and are not intended for use as comparators (i.e. between Councils) nor should they be viewed individually. The real value will arise as a result of monitoring the movement in indicators over time.
- 15.4 The following indicators are required (by the Prudential Code) to be approved and are included in the Capital Strategy:
- Capital Expenditure
 - Capital Financing Requirement
 - External Debt
 - Gross Debt and the Capital Financing Requirement
 - Authorised Limit
 - Operational Boundary
 - Ratio of Financing Costs to Net Revenue Stream
- 15.5 The following indicators are required (by the Treasury Management Code) to be approved:
- Debt Maturity Profile
 - Total Principal sums invested for periods longer than a year.

- 15.6 The Debt Maturity Profile indicator sets gross limits to reduce the Council's exposure to large sums falling due for refinancing annually. This indicator now includes variable debt and LOBO loans which are deemed to have a maturity date of the next call date.

Indicator : Debt Maturity Profile

	2018/19 Projected Outturn	Upper Limit	Lower Limit
Under 12 months	14%	70%	0%
12 months to 2 years	1%	70%	0%
2 years to 5 years	4%	60%	0%
5 years to 10 years	9%	70%	0%
10 years to 20 years	3%	90%	0%
20 years to 30 years	0%	90%	0%
30 years to 40 years	69%	90%	0%
40 years to 50 years	0%	90%	0%

- 15.7 In order to maximise investment returns there may be opportunities for sums to be invested for longer than one year. This would only be undertaken with a prudent view of the primary considerations of security and liquidity.

- 15.8 The following indicator takes account of projected resources available for investment and cashflow forecasts.

Indicator : Total principal funds invested for periods longer than a year

Maximum principal sums invested for periods longer than a year	£25M
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- 15.9 For measuring the Council's exposure to interest rate risk, the following table shows the revenue impact of a 1% rise or fall in interest rates (based on borrowing and investments as at 31st December 2018):

Interest Rate Risk	Impact £M
One year revenue impact of a 1% rise/fall in interest rates	0.724

- 15.10 LOBO's are included as fixed rate debt. Although not a requirement of the Prudential Code, an internal limit of LOBO debt is set as follows:

	£M	% of Debt Portfolio
LOBO limits	50	20

The amount of LOBO debt held is £31M being 9.8% of our total debt portfolio. This internally set limit may be temporarily exceeded as a consequence of debt restructuring activities.

- 15.11 During 2016/17, a commercially agreed 10 year loan agreement was entered into with Trivallis. This is treated as a non specified investment and is part of the Investment Strategy enabling lending to organisations, subject to S151 officer determination, following appropriate due diligence and subject to appropriate and acceptable security arrangements. The balance outstanding is £4.7M.

16.0 THE MINIMUM REVENUE PROVISION (MRP) POLICY STATEMENT

- 16.1 In accordance with legislative requirements applicable to local government (Local Government Act 2003), there is a requirement to charge an amount to revenue each year in respect of capital expenditure. This charge is known as the "Minimum Revenue Provision (MRP)".
- 16.2 The implementation of the Prudential Code in 2004 (and subsequent updates) provided greater flexibilities for Councils to borrow to fund capital projects over and above their previous level of capital approvals - referred to as prudential or unsupported borrowing.
- 16.3 In 2008, and to complement the flexibilities afforded by the Prudential Code, Welsh Government amended the Local Authorities (Capital Finance and Accounting) (Wales) Regulations 2003 (the 'Regulations') to provide for a number of differing options for charging to revenue costs incurred in respect of Capital Expenditure. The regulations also required the approval by full Council of this MRP Policy Statement.
- 16.4 In November 2018 the Welsh Government issued revised guidance on MRP, with effect from 1st April 2019. The main amendments to the guidance are:
- A revised definition of a prudent provision – “To ensure that the cost of debt is charged to a revenue account over a period that is commensurate with that over which the capital expenditure provides benefit”;
 - If there is a change in the method of calculating MRP, and the MRP reduces, then this does not give rise to an overpayment;
 - Asset lives should not normally exceed 50 years;
 - MRP extends to investment properties where their acquisition is fully or partially funded by an increase in borrowing (as depreciation is not charged on investment properties, the depreciation method is not a suitable approach).

- 16.5 Supported Borrowing – The MRP on supported borrowing is written off on a straight line basis over 40 years, linked (broadly) to the lives of the Council's assets.
- 16.6 Unsupported Borrowing - The historic 4% MRP has been removed as an option for unsupported (Prudential) borrowing and replaced with 3 alternatives :
- Asset life method(equal instalments);
 - Annuity method(Asset life); or
 - Charge in accordance with the depreciation of the asset.
- 16.7 It is my view that each of these methods might be appropriate depending on the type of asset being created / funded by Prudential borrowing. It is also feasible that an alternative method might be appropriate (for example, linked to a payback period) - this is also recognised in the relevant Welsh Government guidance. The Regulations also allow for the commencement of MRP to be in line with the asset being brought into use. Accordingly, I am of the view that a decision upon the relevant method to apply should be made as part of the option appraisal decision to proceed with any Prudential borrowing on a project by project basis.
- 16.8 Finance lease schemes - MRP is equivalent to the principal value of repayments as permitted by regulations.

17.0 EQUALITY AND DIVERSITY IMPLICATIONS

- 17.1 The report details the Council's Treasury Management activities for 2019/20. As a result, no Equality Impact Assessment is required for the purposes of this report.

18.0 CONSULTATION

- 18.1 Following consideration by Council, this report will be presented to the Finance and Performance Scrutiny Committee in line with the laid down codes of practice and also the Terms of Reference for this Committee.

19.0 FINANCIAL IMPLICATION(S)

- 19.1 The financial results / implications of the Council's Treasury Management arrangements will be incorporated into quarterly Performance Reports during the year.

20.0 LEGAL IMPLICATIONS OR LEGISLATION CONSIDERED

20.1 The report ensures the Council complies with its legal duty under the Local Government Act 2003 and in doing so is in line with the CIPFA Code of Practice on Treasury Management and the CIPFA Prudential Code for Capital Finance in Local Authorities.

21.0 LINKS TO CORPORATE AND NATIONAL PRIORITIES AND THE WELL-BEING OF FUTURE GENERATIONS ACT

21.1 This report evidences the progress made in delivering the Council's Corporate Plan – '*The Way Ahead*' in particular through supporting the 'Living Within Our Means' theme by pursuing optimum treasury management performance or return at the same time as managing associated risk.

21.2 The report also supports the Well-being of Future Generations Act in particular 'a globally responsible Wales' through responsible management and investment of the Council's resources.

22.0 CONCLUSIONS

22.1 This report provides the Council's Treasury Management Strategy, Investment Strategy, details the Treasury Management Indicators and MRP policy for the forthcoming period.

22.2 With regards to the Treasury Management Strategy, a cautious approach will continue to be followed. The Section 151 Officer (or in his absence the Deputy Section 151 Officer) will monitor the interest rate environment and adopt a pragmatic approach to any changing circumstances, in consultation with the Council's independent treasury advisors.

22.3 With regards to the Prudential and Treasury Management Indicators, these will be monitored throughout the financial year with details reported to Members as part of the Council's quarterly performance reporting framework and scrutiny process.

Other information:

Relevant Scrutiny Committee – Finance and Performance Scrutiny Committee

LOCAL GOVERNMENT ACT 1972

AS AMENDED BY

THE LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985

RHONDDA CYNON TAF COUNTY BOROUGH COUNCIL

COUNCIL 27TH MARCH 2019

REPORT OF THE DIRECTOR OF FINANCE AND DIGITAL SERVICES

**Item: 2019/20 TREASURY MANAGEMENT STRATEGY INCORPORATING
INVESTMENT STRATEGY, TREASURY MANAGEMENT INDICATORS AND
MRP STATEMENT**

Background Papers

- 6th March 2019 Council meeting – Report: 2019/20 Capital Strategy report
- 6th March 2019 Council meeting – Report: The Council's Capital Programme 2019/20 – 21/22.
- 6th March 2019 Council meeting – Report: The Council's 2019/20 Revenue Budget

Officer to contact: Barrie Davies (Director of Finance and Digital Services)

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**RHONDDA CYNON TAF COUNTY BOROUGH COUNCIL
MUNICIPAL YEAR 2018/19**

**FINANCE AND PERFORMANCE
SCRUTINY COMMITTEE**

2nd of April 2019

**REPORT OF THE SERVICE
DIRECTOR- DEMOCRATIC
SERVICES & COMMUNICATION**

Agenda Item No. 6

**COUNCIL CORPORATE AND
SERVICE SELF ASSESSMENTS**

1. PURPOSE OF THE REPORT

- 1.1 The purpose of the report is to consult Members of the Finance and Performance Scrutiny Committee on the Corporate and Service Self-Assessments of the Council for 2018.

2. RECOMMENDATIONS

It is recommended that Members:

- 2.1 Comment on the draft Council's Corporate and Service Self Assessments Report; and,
- 2.2 That observations and comments of the Finance and Performance Scrutiny Committee form part of the formal consultation feedback to the Cabinet.

3 REASONS FOR RECOMMENDATIONS

- 3.1 To continue to improve the Council's corporate and service planning processes that result in better, more efficient and effective public services.

4. BACKGROUND

- 4.1 All organisations, whatever their size, the product or service they offer, public or private sector, need to know themselves well, identify their agenda for improvement, promote innovation and sector-leading

practice and improve the quality of their products and services to meet the changing needs and demands of their customers or service users.

- 4.2 The basis of this process is called self-evaluation or self-assessment. Crucially, in the public sector, where the self-assessment process focuses on impact and outcomes of the services being delivered, it leads to improvements in the experiences and the outcomes for the service user, whether that is, for example, educational outcomes of learners or enabling more older people to live independently in their own homes.
- 4.3 The corporate self-assessment considers the performance of the corporate body of the Council. The completed Council corporate self-assessment is set out in Appendix B.
- 4.4 The service self-assessments have been challenged, reviewed and signed off by the respective Cabinet Member and the Group Director, and have been subject to an independent challenge by the Chief Executive. A list of the service areas that have completed a service self-assessment are listed in Appendix C.
- 4.5 This information will form the basis of a Delivery Plan for each service area for 2019/20 and will form the basis of the Priority Plans reported to Cabinet and the Scrutiny Committees each quarter. The actions arising from the corporate self-assessment process will not be included in a separate action plan but are incorporated within the Delivery Plans of individual services.
- 4.6 The Corporate Assessment has sought to challenge the status quo and deliver an accurate appraisal of the Council. Within each section, there are a number of potential areas for improvement and the associated action will be included in the respective Corporate Service Business Plan. The Senior Leadership Team will monitor these actions and a summary shared with the Cabinet.

5 EQUALITY AND DIVERSITY IMPLICATIONS

- 5.1 An Equality Impact Assessment is not required with regard to the corporate and service evaluations.

6 CONSULTATION / INVOLVEMENT

- 6.1 One of the key areas of challenge in the corporate and service self-assessment has been to seek residents/customers/service users views on the services provided. During 2018 the Council and its services have sought residents/customers/service users' feedback on the services we provide, through various means. This information is being used by individual services to inform how they plan and deliver services. This

continues to be an area for improvement and will be developed further in 2019.

- 6.2 The engagement of this Scrutiny Committee is key in informing the development of this document.

7 FINANCIAL IMPLICATION(S)

- 7.1 There are no financial implications aligned to this report. Any investment required to address any of the recommendations will be reported and considered separately.

8 LEGAL IMPLICATIONS OR LEGISLATION CONSIDERED

- 8.1 There are no legal implications aligned to this report.

9 LINKS TO THE CORPORATE AND NATIONAL PRIORITIES AND THE WELL-BEING OF FUTURE GENERATIONS ACT.

- 9.1 This report seeks to identify how well the Council is performing and what needs to improve in accordance with the requirements and aspirations of the Council's Corporate Plan. It also seeks to establish its progress in meeting the requirements of the Well-being of Future Generations Act to improve the Economic, Social, Environmental and Cultural Well-being of the people and communities of RCT.

10 CONCLUSION

- 10.1 Members of the Finance and Performance Scrutiny Committee are requested to consider the information presented in this report and are invited to comment on the Draft Corporate Self Assessments.



RHONDDA CYNON TAF COUNTY BOROUGH COUNCIL

CABINET

19th MARCH 2019

COUNCIL CORPORATE AND SERVICE SELF ASSESSMENTS

REPORT OF THE CHIEF EXECUTIVE IN DISCUSSION WITH THE LEADER OF THE COUNCIL (COUNCILLOR ANDREW MORGAN)

AUTHOR: Chris Bradshaw: 01443 424026

1. PURPOSE OF THE REPORT

- 1.1 The purpose of the report is for Members to consider the corporate and service self assessments of the Council for 2018.

2. RECOMMENDATIONS

It is recommended that the Cabinet:

- 2.1 Review the corporate self assessment and consider whether it is an accurate and robust reflection of the position of the Council and its services.
- 2.2 Require the Chief Executive to make any appropriate adjustments and to present this report to the Finance & Performance Scrutiny Committee for their review at the next possible meeting.
- 2.3 Request that the areas for improvement identified in the corporate and service self assessments are incorporated into the Council's Corporate Performance Report for 2018, which is audited by the Wales Audit Office.

3. REASONS FOR RECOMMENDATIONS

- 3.1 To continue to improve the Council's corporate and service planning processes that result in better, more efficient and effective public services.

4. BACKGROUND

- 4.1 All organisations, whatever their size, the product or service they offer, public or private sector, need to know themselves well, identify their agenda for improvement, promote innovation and sector-leading

practice and improve the quality of their products and services to meet the changing needs and demands of their customers or service users.

- 4.2 The basis of this process is called self evaluation or self assessment. Crucially, in the public sector, where the self assessment process focuses on impact and outcomes of the services being delivered, it leads to improvements in the experiences and the outcomes for the service user, whether that is, for example, educational outcomes of learners or enabling more older people to live independently in their own homes.
- 4.3 Self assessment is a process, not a one-off event. It is the first, essential step in a cyclical process of bringing about change and improvement. It is based on professional reflection, challenge and support among practitioners and professionals. Effective self assessment involves taking wide-ranging decisions about actions which result in clear benefits for all service users. Most of all, it is about striving for excellence within the resources available.
- 4.4 At the heart of self assessment are three questions:
- **How well are we doing?**
 - **How do we know?**
 - **How can we improve things further?**
- 4.5 While every aspect of the Council's provision is a legitimate focus for self assessment, the emphasis should always be on outcomes, i.e. on an evaluation of the impact of each aspect of service provision on the outcomes for the customer/resident/user etc.
- 4.6 The process of self assessment should be **continuous** and an embedded part of the Council's working life. Self assessment should be based on a wide range of information about strengths and areas for improvement which is collected throughout the year (though it will often be appropriate to conduct some aspects of self assessment at longer intervals, and not necessarily each year). The Council and its partners should use information from self assessment to plan for improvements, to undertake improvement work and to ensure a regular cyclical process of monitoring and evaluation that leads to further improvement.

The diagram below shows the cyclical nature of effective self assessment:



- 4.7 This is the fourth year the self assessment process has been undertaken. Over the past few months, Cabinet Members, officers and staff from across the Council have contributed to the corporate and service self assessments. There is no single formula or approach for self assessment. The services we provide can vary from simple stand alone provision to complex processes, frequently requiring highly effective partnership and collaborative working arrangements, with the Council at the core. However, a standard model of service self assessment has been adopted building on the model developed last year. A copy of the model adopted is in Appendix A.
- 4.8 The corporate self assessment considers the performance of the corporate body of the Council. The corporate self assessment was based on the Wales Audit Office questions that are posed to local authorities as part of the WAO's Corporate Assessment audits. At the centre of the corporate self assessment undertaken in 2018 are the following questions:
1. Is the authority making progress on achieving its planned improvements in performance and outcomes?

2. Does the authority's vision and strategic direction support improvement?
3. Do the authority's governance and accountability arrangements support robust and effective decision making?
4. Is the authority managing its resources effectively to deliver its planned improvements in performance and outcomes?
5. Are the authority's collaboration and partnership arrangements working effectively to deliver improved performance and outcomes?
6. Is the authority effectively managing its improvement programme?
7. Is the authority effectively managing its public body duties for the implementation of the Well-being of Future Generations Act?
8. Is the authority effectively implementing the Welsh Language Standards

4.9 The completed Council corporate self assessment, is set out in Appendix B.

4.10 The service self assessments have been challenged, reviewed and signed off by the respective Cabinet Member and the Group Director, and have been subject to an independent challenge by the Chief Executive. A list of the service areas that have completed a service self assessment are listed in Appendix C.

4.11 The outcome of the service self assessment is that each service area has to:

- Set out 5 key priority actions it will deliver in 2019/20;
- Set out a small number of performance measures and targets from which Members and officers can assess the performance of the service.

4.12 This information will form the basis of a Delivery Plan for each service for 2019/20 and which will form the basis of the Priority Plans reported to Cabinet and the Scrutiny Committees each quarter. The actions arising from the corporate self assessment process will not be included in a separate action plan but are incorporated within the Delivery Plans of individual services.

5 HOW WELL ARE WE DOING AND HOW DO WE KNOW?

5.1 The performance of the Council has improved consistently over the past few years. This improvement has been evidenced in particular in education, homelessness, waste management, social services and highways services. The number of national performance indicators has been reduced by Welsh Government and little progress has been made

in introducing alternative measures. Therefore, often consistent and accurate comparative information is limited and so our focus has been on improving the Council's performance based on the range of historical indicators.

- 5.2 The continued improvement is driven by the strong and focused leadership from the Leader and Cabinet. It is evident that good progress is being made in delivering the majority of the commitments set out in the Corporate Plan. Over the course of the next year, the Corporate Plan will be reviewed and through the engagement of Scrutiny Committees, residents and staff, will be updated to set out the ambitions for the five years to 2025.
- 5.4 Political leadership of the Council has been stable for a number of years, and this has led to consistency in managing the necessary reductions in public sector funding, maintaining a strong financial base and a focus of improvement in service delivery. In a previous [Annual Improvement Report](#), the Wales Audit Office reported that *"With a strong corporate focus upon the effective use of its resources, supported by strengthened service planning and governance arrangements, the Council is well placed to overcome some significant future challenges"*.
- 5.5 The Wales Audit Office in its report *"[Scrutiny: Fit for the Future](#)"* recognised the progress made by the Council in improving its political scrutiny arrangements and made five proposals for improvement to further strengthen the arrangements. These proposals are being addressed, working with the Chairs and Vice-Chairs of the scrutiny committees.
- 5.6 The Council continues to seek to improve its approaches to community engagement. This is beginning to have some success with the recent budget consultation with over 4,000 individuals providing their views on how the Council should set its 2019/20 budget, well over double the number that participated in the prior year.
- 5.7 The capacity of the Council is enhanced by sound financial management and capable senior officers. The Council has robust arrangements in place to develop and implement savings plans to manage the reduction in public sector funding and has a track record of delivering the plans to ensure the Council delivers a balanced budget each year.
- 5.8 The Council has continued to challenge its use of earmarked reserves and the level of risks, and coupled with its proactive approach to generating efficiency savings early in the financial year has enabled the Council to release a further £33.5 million in 2018 to be invested in key infrastructure projects, focused on "investing for the future". The Council has a three year capital programme exceeding £200m and can demonstrate that spend and investment follows policy and corporate

prioritisation, for example in relation to Education (21st Century Schools), accommodation for the elderly and adults with disabilities, Wellbeing (leisure, parks, playgrounds), Waste Management, Highways and Children's services.

- 5.9 The Council has strengthened its performance management framework during the year and sought to ensure that it is consistently applied. Steps have been taken to improve the self assessment process; the quality of service and action planning through new Delivery Plans; and the creation, monitoring and evaluation of individual staff development plans, currently being rolled out to officers graded GR11 and above.
- 5.10 The recruitment, development and management of our staff has also been effective over the past few years, managing a reducing workforce yet still investing in the development of staff and the appointment of graduates and apprentices to the Council. Over the past two years over 80 graduates and apprentices have been appointed, creating excellent job and training opportunities across a range of key service areas. Progress has been made during the year to improve the productivity of the Council's workforce through improved sickness absence management, however the level of sickness absence varies significantly between services and in some services is still too high. A small team of HR specialists is working with the services with the highest sickness rates and through a range of approaches, the sickness levels have fallen.
- 5.11 The Council has made good progress in reducing office accommodation as part of its Asset Management Plan. The Council's office accommodation has already been reduced by over 20% and further opportunities to maximise occupancy of existing buildings are being explored. The roll out of agile working is making good progress, with some of our larger frontline services adopting agile working approaches reducing accommodation requirements of this group of staff and improving their productivity.
- 5.12 A priority continues to be the need to digitalise as many as possible of the Council's services to provide the customer experience now expected by the public. More resident and business transactions with the Council are available on-line, with 86.7% of all contact with the Council being via the website, and plans are being implemented to offer more transactions/services on-line.
- 5.13 Regeneration is a priority for the Council, and through effective working with Welsh Government, a number of schemes that impact on our town centres and employment sites are being developed and implemented. Good examples, include the large Department of Work and Pensions regional office being built on Treforest Industrial Estate, the transport hub in Porth and the planned improvements to the town, the major developments in Pontypridd, the former Black Lion public house and

Boot Hotel being renovated to offer housing, retail and restaurant space in Aberdare and the introduction of the town centre improvement grants which have been a success in Mountain Ash, Treorchy and Tonypany. This is coupled with the recent investment in a number of major highways and rail schemes, funded by the Council and Welsh Government, which will have a significant impact on the town centres of Porth, Treorchy, Mountain Ash and Llantrisant.

- 5.14 The Council is also shortly to see the benefits of the [Cardiff Capital Region City Deal](#) with the announcement of the significant investment in the Valley Lines in October 2018, a planned investment in a new railway station at Treforest Industrial Estate, an increase in park and ride facilities and the new Metro Depot being developed at Nantgarw, which will host the 200 apprenticeship posts offered by the new Metro provider.
- 5.15 The Council shows good community leadership in its full engagement in [Cwm Taf Public Services Board](#). The Council is working effectively with its partners to introduce the requirements of the Well-being of Future Generations Act and the Social Services and Well-being Act (Wales). It has an open culture with good working relationships between councillors, officers and partners.
- 5.16 The Council is also using partnerships to help deliver its own strategic plans. Priorities are based on a sound understanding of local needs, which have been developed with the help of effective research and consultation exercises. Shared priorities, in particular, are benefiting from closer partnership working, for example, in the areas of community safety and health. A good example is the [StayWell@home](#) early intervention service in the two A&E hospitals with social workers working from 8am to 8pm alongside medical staff in the initial assessment of possible A&E admissions and being based in the hospitals focused on ensuring an early but safe discharge from hospital. This has had a major impact on the Council's delayed discharges of care performance indicator where we have improved from one of the worst in Wales to being in the top three performing councils.
- 5.17 This is a positive initiative, however, there are still other opportunities to improve the way we interact with our partners such as Mental Health Services for children and adults. It is important that the Council continues to prioritise these issues and takes the lead on delivering the necessary change/improvement as part of the Public Services Board.
- 5.18 The Corporate Assessment has sought to challenge the status quo and deliver an accurate appraisal of the Council. Within each section there are a number of potential areas for improvement and the associated action will be included in the respective Corporate Service Business Plan.

5.19 These actions will be monitored by the Senior Leadership Team quarterly and a summary shared with the Cabinet.

6 HOW CAN WE IMPROVE THINGS FURTHER?

6.1 The key priority areas for improvement identified as part of the Corporate Self assessment are to:

- Through the requirements of the Well-being of Future Generations Act, accelerate the implementation of the Council's individual as well as its statutory partnership duties through the delivery of the Cwm Taf Well-being Plan, to deliver better outcomes for the people in RCT and Cwm Taf and improve the joint planning and delivery arrangements;
- Continue to focus attention on areas where the Council's performance, when compared to other councils in Wales, is amongst the worst, e.g. school attendance and numbers of children looked after.
- Continue to gather and understand the views, needs and aspirations of residents to provide inform and support decision making at all levels of the Council;
- Continue to strengthen the Scrutiny arrangements to further support service delivery and improvement, in response to the recent WAO report;
- Continue to review the governance arrangements to ensure they are supporting improved challenge, support, scrutiny and pre-scrutiny across the Council;
- Continue to improve the productivity of staff through effective staff absence management, and through the better use of technology in the workplace;
- Continue to implement the Council's Digital Strategy, encouraging more residents and businesses to communicate/transact with the Council on-line. This also includes the Council making better use of data through simplifying data collection systems and making certain data available to the public as part of the Government's Open Data expectations;
- Continue to challenge and review the collaborative arrangements to ensure that they are fit for purpose and have the capacity to deliver;
- Further strengthen the performance management arrangements in order that they increase accountability for performance and continue to improve the scrutiny and challenge processes.

7 EQUALITY AND DIVERSITY IMPLICATIONS

- 7.1 An Equality Impact Assessment is not required with regard to the corporate and service evaluations.

8 CONSULTATION

- 8.1 One of the key areas of challenge in the corporate and service self assessment has been to seek residents/customers/service users views on the services provided. During 2018 the Council and its services have sought residents/customers/service users' feedback on the services we provide, through various means. This information is being used by individual services to inform how they plan and deliver services. This continues to be an area for improvement and will be developed further in 2019.

9 FINANCIAL IMPLICATION(S)

- 9.1 There are no financial implications aligned to this report. Any investment required to address any of the recommendations will be reported and considered separately.

10 LEGAL IMPLICATIONS

- 10.1 There are no legal implications aligned to this report.

11 LINKS TO THE CORPORATE AND NATIONAL PRIORITIES AND THE WELL-BEING OF FUTURE GENERATIONS ACT

- 11.1 This report seeks to identify how well the Council is performing and what needs to improve in accordance with the requirements and aspirations of the Council's Corporate Plan and to establish its progress in meeting the requirements of the Well-being of Future Generations Act to improve the Economic, Social, Environmental and Cultural Well-being of the people and communities of RCT.

12 CONCLUSION

- 12.1 The Council has undertaken its fourth annual corporate and service self assessment of its services to better inform its improvement planning arrangements to ensure it delivers its services efficiently and effectively. Services use this information to inform and improve the planning and delivery of key services. This improvement is reflected in many of the performance measures.

Other Information:-

Relevant Scrutiny Committee:

Finance & Performance Scrutiny Committee

Background Papers:

None

Contact Officer

Chris Bradshaw – 01443 424026

LOCAL GOVERNMENT ACT 1972

AS AMENDED BY

THE LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985

RHONDDA CYNON TAF COUNTY BOROUGH COUNCIL

CABINET

19th MARCH 2019

**REPORT OF THE CHIEF EXECUTIVE IN DISCUSSION WITH THE LEADER
OF THE COUNCIL (COUNCILLOR ANDREW MORGAN)**

Item: **COUNCIL CORPORATE AND SERVICE SELF ASSESSMENTS**

Background Papers:

None.

Officer to contact: Chris Bradshaw 01443 424026

Service Self Evaluation 2018 to inform 2019/20 Delivery Planning

Service	
Head of Service	
Service Director sign off & date	
Group Director sign off & date	
Portfolio Holder sign off & date	
Date of version for publication on Intranet	

For help and guidance on completing the Service Self Evaluation for 2018 go to the Performance Management pages on [Inform](#) or alternatively contact your Group Performance Co-ordinator

To complete the 2018 SSE, you will need to refer to the SSE you completed in 2018 version and consider how you can evidence change or progress since then. Your 2017/18 Delivery Plan monitoring will help you to do this.

All 2017 SSEs can be found on the Inform [Performance Management SSE webpage](#).

NB Deadlines

31st October 2018

Final Version of Service Self Evaluation to be completed and signed off by Group Director, Cabinet Portfolio holder and returned to Performance Management Coordinator.

All completed Service Self Evaluations will be published on Inform.

N.B. Delivery Planning for 2019/20 will start in early November 2018.

Background – Brief explanation of the structure and function of the service

Please set out what, if anything, about the structure and/or function of the service has changed since completing the 2017 SSE. This may be as a result of service change, management restructure, relocation/co-location or changes in staff resources. If available, please attach a structure chart and highlight changes.

Update:

Section 1 – How well is the service contributing to and delivering outcomes for the community and how do you know?		
1.1	What is the service’s performance trend and how does the service compare with other Councils using relevant latest national comparators?	<p>This question is about performance, service delivery, risk management & performance data.</p> <p><i>Please ensure you provide evidence for your update.</i></p>
<p>The service should indicate:</p> <ul style="list-style-type: none"> • how well services are currently delivered. • what performance trends show over a range of measures and time, if targets have been met and how they compare with other Welsh Councils e.g. quartile and average. • if it is collecting the right, robust data/Pis to inform decision making. • how it analyses data/Pis to inform decision making. • how its work complies with any statutory requirements. • how well it identifies and manages risk. • the extent to which any recommendations arising from regulatory reviews or inspections have been addressed, including reports to audit & overview and scrutiny committees. • what progress has been made since the last service self evaluation. 		<p>Potential sources of evidence</p> <ul style="list-style-type: none"> • Performance indicators • Benchmark data • Priority and Improvement plans • Annual Performance reports • Internal/external audit & regulatory reports
Judgement 2017 -		
Judgement 2018 -		
Evaluation:		Evidence please include hyperlinks to any relevant Council papers
Potential Areas for Improvement		

1.2	What has the service done to <ul style="list-style-type: none"> • better understand the needs of our residents? • improve engagement and involvement with residents? 	This question is about engagement, involvement of residents.
The service should indicate: <ul style="list-style-type: none"> • how it knows if it is meeting residents' needs effectively. • if it involves residents/service users in the development of future service delivery. • how it knows if residents and service users are satisfied with the service e.g. type, quality, speed of provision. • how it uses views and experience of residents/service users, both users and non users, to shape services. • methods of engagement used e.g. online, face to face, focus group. • if it consults/involves the whole community and a wide variety of stakeholders, including hard to reach groups. • How it feeds back the results of consultation and engagement and any outcomes arising to residents/service users • what progress has been made since the last service Self Evaluation. 		Potential sources of evidence <ul style="list-style-type: none"> • Completed questionnaires, user satisfaction or resident surveys • Focus groups of service users/citizens' panel • Feedback from Council events • Corporate Feedback scheme • Council reports • Feedback from service users on service change proposal/impact • Consultation strategy
Judgement 2017 -		
Judgement 2018 -		
Evaluation:		Evidence <i>please include hyperlinks to any relevant Council papers</i>
Potential Areas for Improvement		

1.3	What has the service done to improve communication with residents?	This question is about how the service communicates with residents.
The service should indicate: <ul style="list-style-type: none"> • how it provides clear information about service provision/standards, in particular the effect of changes. Do residents know what services are available and how to access them? • the ways in which it communicates with residents taking into account their preferences e.g. web based, social media or face to face. • how it ensures information is kept up to date. • the effectiveness of any signposting arrangements in place with partner organisations and community groups 		Potential sources of evidence Web links Community events Posters Use of Social Media Flyers Payroll inserts
Judgement 2018 -		
Evaluation:		Evidence <i>please include hyperlinks to any relevant Council communications</i>
Potential Areas for Improvement		

1.4	<p>How <u>well</u> do we collaborate with other organisations and/or ensure-integration to achieve shared goals? <i>You should focus on effectiveness of partnership working and potential gaps/opportunities.</i></p>	<p>This question is about working together effectively with others and how well we integrate our priorities with those of our partners. Your responses will help you to demonstrate that you are working sustainably.</p>
<p>The service should indicate:</p> <ul style="list-style-type: none"> • what has been achieved through working in partnership (value added) • to what extent it can evidence partnership arrangements are leading to/delivering improved outcomes for the residents of Rhondda Cynon Taf. • if it reviews service planning with partners and community organisations to ensure no duplication/integrated services • if appropriate commissioning, governance, financial and monitoring arrangements are in place. Do they need to meet external requirements? • if it has enabled communities to develop self-help and social enterprise initiatives. • any opportunities and barriers to working with other internal services. • what progress has been made since the previous service self evaluation. 		<p>Potential sources of evidence</p> <ul style="list-style-type: none"> • The results of collaborations with others • Trend analysis of partnership performance data over time • Annual Performance reports from partnership bodies • Regulatory reports • Community Groups established inc RCT Together
<p>Judgement 2017 -</p>		
<p>Judgement 2018 -</p>		
<p>Evaluation:</p>		<p>Evidence <i>please include hyperlinks to any relevant Council papers</i></p>
<p>Potential Areas for Improvement</p>		

1.5	<p>Since 2017, how has the service improved its Welsh Language provision?</p> <p><i>NB information provided in this section will be used to inform the annual Welsh Language Standards Compliance Report to the Welsh Language Commissioner</i></p>	<p>This question is about Welsh Language provision and answers also need to address compliance with Welsh Language Standards</p>
<p>The service should indicate:</p> <p>how well it provides its services through the Welsh Language. To what extent does it comply with the new Welsh Language Standards and how gaps are being addressed. Responses may include information on:</p> <ul style="list-style-type: none"> • the availability of publications, correspondence, face to face interaction, telephone calls, meetings and reception services in Welsh as well as English. • if/how services in Welsh are actively offered/promoted and encouraged and the use of Welsh is facilitated in the workplace. • any public complaints and/or formal Commissioner investigations regarding provision of services/information in Welsh. • effective systems in place for recording and analysing Welsh Language usage and service requests • opportunities for people to use the Welsh language introducing or revising policies or awarding grants. • any appropriate targets and effective recruitment and training and development in place to ensure staff have language skills at a level suitable for their role, including spoken and/or written Welsh. • what progress has been made since the previous service self evaluation. 		<p>Potential sources of evidence</p> <ul style="list-style-type: none"> • Training records • Data available from equalities monitoring, • Service requests • Complaints and satisfaction levels and how they are dealt with
<p>Judgement 2017</p>		
<p>Judgement 2018</p>		
<p>Evaluation:</p>		<p>Evidence please include hyperlinks to any relevant Council papers</p>
<p>Potential Areas for Improvement</p>		

1.6	Since 2017, how has the service further developed inclusive, equal and fair service provision for all?	This question is about equality to access of services and fair treatment for our residents
<p>The service should indicate:</p> <ul style="list-style-type: none"> • if they are currently, or taking steps to, monitor access to and satisfaction with services in relation to groups of people that may experience inequalities in society e.g. people with disabilities, people affected by poverty etc... • how it monitors and effectively addresses any issues, complaints or any instances of bullying or harassment in respect of service delivery, including specific instance of discrimination. • if appropriate equality training is provided for staff. • what equality impact assessments have been undertaken for any service change • any other progress or changes since the previous service self evaluation in relation to accessibility of service provision, location and buildings. 		<p>Potential sources of evidence</p> <ul style="list-style-type: none"> • Data available from equalities monitoring • Equalities strategy and policies in place inc Council's Strategic Equality Plan • Survey Results • Equalities monitoring for recruitment and employment • Information on the accessibility of Council services • Complaints and satisfaction levels and how they are dealt with • Equalities Impact Assessments
Judgement 2017 -		
Judgement 2018 -		
Evaluation:		Evidence <i>please include hyperlinks to any relevant Council papers</i>
Potential Areas for Improvement		

1.7	<p>Please provide information about what biodiversity initiatives you have considered, started or planned since your last SSE in 2017. This would include staff training/awareness raising</p> <p><i>Biodiversity is the variety of life on earth, and includes all species of animals and plants and the natural systems that support them.</i></p>	<p>This question is about considering positive and negative impacts of Biodiversity within services.</p>
<p>This might include –</p> <ul style="list-style-type: none"> • how service delivery affects habitats, species and natural systems e.g. air, water, light & noise pollution, pest control, planning & regeneration. • how biodiversity law informs the service e.g. protected species, special sites, environmental crime. • opportunities for staff/service users to interact with or learn about nature e.g. training, community projects, outdoor education, play schemes. • how biodiversity is considered in the planning and delivery of infrastructure improvements e.g. structures, routes. • how biodiversity is considered in land and building management e.g. building management, grass maintenance, emergency procedures, invasive species, leases. • where biodiversity is considered as an asset in RCT e.g. in promotions, engaging residents, events, tourism. • how biodiversity is considered as part of wider sustainable actions e.g. in procurement, investments, grants, auditing or global responsibility. • how biodiversity is considered in service planning and design(e.g. City Deal, Local Transport Plan, 21st Century Schools, RCT Together. 		<p>Potential sources of evidence</p> <ul style="list-style-type: none"> • protocols for works • planning conditions and S106 • specifications in contracts • examples of projects • policies • publicity material
<p>Evaluation of progress since 2017</p>		<p>Evidence <i>please include hyperlinks to any relevant Council papers</i></p>
<p>Potential Areas for Improvement</p>		

Section 2 – To what extent is Leadership and Management supporting service delivery and improving outcomes for the community?

2.1	How clear is our strategic direction and what is the impact of Leadership on the service?	This question is about strategic direction, service planning, leadership & management
<p>The service should indicate:</p> <ul style="list-style-type: none"> • if it has clear priorities that are focused on meeting the needs of customers, residents or service users. Are they being implemented and monitored in a timely way? • how it supports corporate and partnership priorities where relevant. • how it takes account the requirements of relevant legislation e.g. Well-being of Future Generations Act, Social Services & Wellbeing Act • if it is supported to achieve its priorities through effective leadership. • to what extent it can evidence it has a culture which promotes performance and accountability and delivers continuous improvement. • if it sets challenging targets with clear accountability. • how well elected Members are kept informed about issues that are facing the service. • how well it is directed and challenged by elected Members through Cabinet and Scrutiny. • what progress has been made since the previous service self evaluation. 		<p>Potential sources of evidence</p> <ul style="list-style-type: none"> • Outcomes from partnership working • Delivery plan • Case studies which demonstrate how a project has considered contribution to the seven Well-being goals and the 5 ways of working • Quarterly monitoring • Meeting minutes and actions • Joint working structures, minutes, outcomes
Judgement 2017 -		
Judgement 2018 -		
Evaluation:		Evidence <i>please include hyperlinks to any relevant Council papers</i>
Potential Areas for Improvement		

2.2	How is the service planning for the future? To what extent is the service considering innovation and longer term planning to adapt to future risks and opportunities?	This question is about innovation and change, long-term thinking and sustainability.
<p>The service should indicate if/how:</p> <ul style="list-style-type: none"> • effectively it is using data to predict future trends. • it considers the long term effects of its actions in service planning and delivery. • long term effects are balanced with the current needs of residents/clients. • it is planning to adapt to future risks and opportunities e.g. ageing population, climate changes, technological advances, political change. • it is changing to become more proactive to prevent problems from occurring or getting worse. • it has fully evaluated the impact of any service changes on the community and effectively mitigated any negative or unintended consequences of changes. • it innovates and take calculated risks to improve service delivery e.g. collaborative working. • it uses the information it has available e.g. data, inspection, consultation and other feedback to challenge what it does. • it utilises and applies best practice, including outside Wales/local authorities where relevant. 		<p>Potential sources of evidence</p> <ul style="list-style-type: none"> • Residents feedback • External inspection and or evaluation • Population/ Needs Assessments • Population Estimates • Equality Impact Assessments • Research & Policy Documents • Information from external audit/ inspection/ improvement studies
Judgement 2017 -		
Judgement 2018 -		
Evaluation:		Evidence <i>please include hyperlinks to any relevant Council papers</i>
Potential Areas for Improvement		

2.3	What steps has the service taken to maximise and improve the well-being of its staff?	This question is about people management, workforce planning and supporting and enabling staff to deliver the Council's priorities.
The service should indicate if/how it <ul style="list-style-type: none"> • develops staff in order for the workforce to fulfil its potential by having the required, resilience and capability to meet future challenges and opportunities. • supports health and well-being to maximise attendance • facilitates a healthy workforce, working in safe environments within a culture that encourages staff. • supports staff well-being to enable them to achieve their best at work. 		Potential sources of evidence <ul style="list-style-type: none"> • Use of positive HR policies e.g. Flexible/agile working • Positive attendance management e.g. facilitating early return to work • Workforce/succession/planning • Team meeting minutes/updates • Team building events • Staff PDRs/action plans • 121s/Supervision • Staff surveys
Judgement 2018		
Evaluation:		Evidence <i>please include hyperlinks to any relevant Council papers</i>
Potential Areas for Improvement		

2.4	How well does the service manage its resources and provide value for money?	This question is about efficiency & effective resource management, including finance, procurement, accommodation, digitalisation, agile working
<p>The service should indicate if/how:</p> <ul style="list-style-type: none"> resources are allocated to reflect agreed priorities. How are spending decisions made. resources are managed sustainably e.g. diverting resources to prevention initiatives, invest to save, development of social enterprise initiatives. systematic and accurate budgeting arrangements are in place. effectively income is generated, including funding other than the Welsh Government. Are there opportunities to sell more services? services and goods are procured/commissioned to ensure value for money. it is making best use of accommodation, equipment and technology to improve efficiency e.g. agile working, digitalisation. well used partnership and collaborative arrangements are to make the most efficient and economic use of resources e.g. joint commissioning, joint procurement, shared service delivery. what progress has been made since the previous service self evaluation. 		<p>Potential sources of evidence</p> <ul style="list-style-type: none"> Outcome of Wales Audit Office (WAO) Studies Additional funding being secured to undertake planned initiatives Delivery plans Project action plans and evaluations Service Asset Management Plans Cost/Benefit analysis Budget monitoring Digitalisation Plans Agile Working Plans
Judgement 2017 -		
Judgement 2018 -		
Evaluation:		Evidence <i>please include hyperlinks to any relevant Council papers</i>
Potential Areas for Improvement		

Section 3 - What needs to improve and next steps

These are the priorities that will appear in your 2019/20 Delivery Plan

When completing this section, consider the '**Potential Areas for Improvement**' that have been identified in Sections 1 and 2

3.1	Key Service Priorities for 2019/20 <i>These may have been carried over from 2018/19</i>	This section identifies the key priorities for the service in 2019/20, which will appear in your Delivery Plan. These actions may also contribute more directly to the delivering the Council's Corporate Priorities and will be monitored in the Quarterly Performance Reports.
3.2	Key measures that will help to accurately measure performance in this service	This section identifies the existing key performance measures which will be reported in your 2019/20 Delivery Plan.
3.3	Additional data/information requirements to be developed to accurately measure the performance in this service	This section sets out any new measures that need to be developed and/or implemented. It may also include non PI evidence, e.g. WAO findings

Rhondda Cynon Taf –Corporate Assessment-2018

<p>1. Is the Authority making progress on achieving its planned improvements in performance and outcomes?</p> <p>Th Council is making positive progress in its planned improvements in performance and outcomes and is clear where is needs to focus action to continue to support and challenge.</p>	
	<p>Response to Areas for Improvement 2017 – The Council has</p> <ol style="list-style-type: none"> 1. continued to be an active partner in the development and delivery of the Cwm Taf Well-being Plan and the associated work streams. 2. continued to focus on areas where the Council’s performance, when compared to other Councils in Wales needs to improve 3. has made very good progress against the priorities of the Corporate Plan. In particular investing in improving the quality of services, assets, both physical and people through a comprehensive investment programme 4. continued to strengthen the challenge and support of Service Delivery through greater transparency and use of data and information and also target setting which was reviewed by Finance and Performance Scrutiny on 24 September. 5. further developed the Individual Performance Review processes to include GR11 to GR15, rolled out in Autumn 2018 whilst also continuing the reviews for officers GR15 and above. This continuing alignment between individual performance and Council priorities will support the delivery of improved organisational performance. 6. continued to liaise with Welsh Government on the collection and publication of the Social Services Performance Measures to ensure that national data is comparable and consistent.
<p>1.1 Is the Authority helping to deliver better outcomes for people who live in the area?</p>	<p>The Council has a good track record of delivering better outcomes for residents and communities by working independently and as part of wider partnerships with various different partners. There are many examples of this throughout this Assessment.</p> <p>Latest monitoring report to Cabinet on 19th March 2019 indicates positive performance in each of the Council’s three Corporate Priorities. In summary:</p> <p>ECONOMY</p> <ul style="list-style-type: none"> • Good progress in the town centre developments such as the former Boot Hotel and Exchange Buildings in Aberdare, and the Taff Vale development in Pontypridd. • Planning permission secured for the new Metro Depot in Taffs Well and work has started on building the new DWP offices in Treforest. • The Town Centre improvement grants have been welcomed by town centre traders and the takeup has exceeded expectation. A roll out to all Town Centres is planned over the next two years • Improvements in Key Stage 3 & 4 outcomes, particularly the Level 2+ threshold (5 GCSEs including English/Welsh and Mathematics) (see section 1.2 below) • Foundation phase indicators dipped slightly in line with regional and national dip in outcomes, due to changes in the expectation statements within the Areas of learning. At Key Stage 2 there was also a slight decline, nevertheless the Core Subject indicator outcomes are at the second highest level since 2013. • New schools opened in Porth, Nantgwyn (Tonypanydy) and Tonyrefail, in new facilities <p>Full action plan and Q3 update can be seen here.</p>

Rhondda Cynon Taf –Corporate Assessment-2018

1. Is the Authority making progress on achieving its planned improvements in performance and outcomes?

The Council is making positive progress in its planned improvements in performance and outcomes and is clear where it needs to focus action to continue to support and challenge.

PEOPLE

- Extra Care Housing Development and modernisation of adult services programme continues to be progressed with partners.
- Resilient Families Programme is now established and delivering accessible family support and is having a positive impact on families.
- The numbers of people unable to leave hospital for social care reasons continues to reduce. Quarter 3 data for 2018/19 is better than that at the same period in 2017/18, which means that more people are getting back to their home or care home more quickly.
- The Welsh Community Care Information System (WCCIS) is now in use and work is ongoing to ensure a full suite of performance indicator results is held within the system, in readiness for end of year reporting.
- The investment our Leisure Centres has had a positive affect on our visitor numbers and the income generated. The visitor numbers have been impacted by the planned temporary closures to invest in and improve the Centres.

Full action plan and Q3 update can be seen [here](#).

PLACE

- Ongoing programme of infrastructure investment of over £76M (as at Oct 18) for bridges, roads, safer routes in communities, industrial units, parks and playgrounds and 3G pitches
- Continuing to focus on Community Safety, particularly promoting sensible drinking, introducing Public Space Protection Order for Alcohol controls, illegal off road motor biking and hate crime awareness.
- Introduced a new approach to the collection of household waste that has been well received and has improved the recycling collection rates.
- Continuing to raise awareness of recycling, which is supporting improved performance, already exceeding 2018/19 target.
- Helping to establish a new 'Friends of Ynysangharad War Memorial Park' and existing 'Friends of' group for Aberdare Park, supporting both with developing external funding bids.

Full action plan and Q3 update can be seen [here](#).

Despite generally positive progress across all priorities, the Council is not complacent. There is still much to do and also the Council cannot always influence the need for services of all residents, e.g data reported for Q3 2018/19 indicated increased clients presenting as homeless, increased number of Children Looked After and a decline in school attendance with attendance of FSM pupils declining at greater rate than their peers. Many of these issues will not be resolved by short term action but by regularly monitoring the data that matters, the Council is able to identify areas of concern and intervene early to take longer term action to resolve problems or prevent the situation worsening.

Rhondda Cynon Taf –Corporate Assessment-2018

<p>1. Is the Authority making progress on achieving its planned improvements in performance and outcomes?</p> <p>Th Council is making positive progress in its planned improvements in performance and outcomes and is clear where is needs to focus action to continue to support and challenge.</p>	<p>New arrangements being introduced to deliver Council services more efficiently and effectively e.g. the increase in partnership working, digitisation of many services coupled with the implementation of more agile working, require different approaches to work, accountability and a change in organisational culture to ensure that people and communities continue to receive high quality services.</p>
<p>1.2 Is the Authority delivering better results for service users?</p>	<p>The Council’s ambition is to maintain and improve services and is exploring new ways of working/delivery, but inevitably as the available resources shrink due to austerity, continuous improvement is sometimes difficult.</p> <p>Since the Council’s Corporate Performance Report was agreed by Council in July, the 2017/18 comparative data has been updated by Data Cymru. This more up to date information shows the Council’s performance in the top and bottom quartile as follows</p> <p>Top quartile</p> <ul style="list-style-type: none"> • % of pupils assessed at the end of key stage 2, in schools maintained by the local authority, achieving Core Subject Indicator as determined by Teacher Assessment • % of households threatened with homelessness successfully prevented from becoming homeless • % of municipal waste sent to landfill • % of highways inspected of a high or acceptable standard of cleanliness <p>Bottom quartile</p> <ul style="list-style-type: none"> • % of pupils year 11 pupils who achieved L2 threshold including a GCSE grade A*-C in English or Welsh (first language) and Maths - <i>Improved outcomes were evident in 2018/19 (data shows increase from 49.8 to 53.1) following targeted support and challenge to schools. RCT ranking has improved to 10th in Wales and closed the gap with the Welsh average to a historical low of 1.9 percentage points.</i> • No. of visits to Public Libraries during the year, per 1,000 population -Library visitor numbers were adversely impacted by unavailability of data for the Heritage trail website. <i>These issues have now been resolved which should increase virtual visit numbers. There has also been a significant increase in library membership, as users are able to access additional services at libraries, however this is not presently translating into an increased number of visits. Changes to the mobile library service to act as an outreach service with longer stops, and increased eligibility criteria for the new @home library service are hoped to encourage users to the mobile service.</i> • % of pupil attendance in primary schools • % of pupil attendance in secondary schools <p><i>Data for both primary and secondary schools show increases in unauthorised absences, including holidays, and sickness. Secondary wellbeing days have been reintroduced once per term to allow schools to share good practice and areas for development. A secondary school attendance strategic task and finish group has been established comprising schools with most concerning data to assist with self evaluation and improvement planning, assisting schools to evaluate their current interventions to determine if they are fit for purpose. Challenge and support meetings held with schools with most concerning data and actions agreed.</i></p>

Rhondda Cynon Taf –Corporate Assessment-2018

1. Is the Authority making progress on achieving its planned improvements in performance and outcomes?

The Council is making positive progress in its planned improvements in performance and outcomes and is clear where it needs to focus action to continue to support and challenge.

- % of municipal waste collected by local authorities and prepared for reuse and/ or recycling, including source segregated biowastes that are composted or treated biologically in another way - *Launched the 'Choice is Clear' campaign, however recycling levels have decreased to 60.87% in Q3 18/19 compared to 61.31 in Q4 17/18. Targeted participation checks and door knocking exercises in areas of low participation continue.*
- % of principal (A) roads that are in overall poor condition. Although in bottom quartile, the data indicates an improving trend from 7.2 in 15/16 to 5.2 in 17/18. *Continued significant investment in roads is taking place through the RCT invest programme, and data is expected to demonstrate further improvements.*
- % of non-principal (B) roads and non-principal that are in overall poor condition. - *B roads have also shown improvement over a 3 year period from 7.1 to 6.23, investment in road is expected to improve performance further.*
- % of appeals against planning application decisions dismissed .- *In recognition of this issue, the service worked towards the adoption of specific Supplementary Planning Guidance regarding student development and undertook an ongoing programme of elected Member training to reduce the number of cases where elected Members take a decision contrary to officer advice. As a result, 100% of appeals were dismissed in Q3 18/19, compared to 30% in the same period 17/18. Performance has now improved to in line with the Welsh Government Performance target (also 55%).*

An analysis of all comparable data measures and trend data arising from the 2017/18 data publication can be found [here](#).

In quarter 3, 61 indicators were reported with year end targets. Of these 61 indicators:-

- 46% met the half year target (28 measures)
- 20% were within 5% of half year (12 measures)
- 34% missed the half year target (21 measures)

Comparing Qtr 3 18/19 performance to year end 2017/18:

- 30 measures (48%) have improved,
- 2 measure (3%) has been maintained, and
- Performance has declined in 31 measures (49%).
- % of food establishments that meet food hygiene standards

Processes to strengthen, support and challenge service performance, ambition and aspiration continue, e.g.

- directly by Chief Executive and Senior Leadership Team at focused presentations at meetings of Senior Leadership Team.
- Chief Executive's support and challenge of Service Self Evaluations arranged between November 2018 and February 2019
- by the Group Director and Cabinet Member sign off of Service Self Evaluations as part of Delivery Planning for 2019/20.

Rhondda Cynon Taf –Corporate Assessment-2018

1. Is the Authority making progress on achieving its planned improvements in performance and outcomes?

The Council is making positive progress in its planned improvements in performance and outcomes and is clear where it needs to focus action to continue to support and challenge.

- by the use and analysis of data in the annual Service Self Evaluations.
- by reporting of the performance measures and financial data to Members and SLT every quarter as part of the Cabinet and Scrutiny reports.
- through discussions as part of the Cabinet Member and Senior Officer briefing sessions
- by the use of specific service based data produced by individual services, and which include the Education and Social Care data teams, to inform the allocation of resources and hold services and schools to account.
- by the use of comprehensive employee sickness data in management dashboards to ensure that the Council's well-being policies are being applied.
- by the use of vulnerability and family resilience data to target preventative services to children and families at greatest risk of under-achieving and/or requiring statutory services; and
- by Data Assurance Reviews and Internal Audits that annually audit the quality, consistency, and accuracy of the range of performance measures.

Also, there has been further consideration of the 2018/19 targets by the Finance and Performance Scrutiny Committee at its meeting on [24 September](#) when it was invited to

- Scrutinise the performance indicator targets and determine whether specific targets require review in more detail; and
- Form a view on the targeted performance levels set for 2018/19 having regard to the direction of travel of performance over the previous 3 years.

The [Committee resolved](#) "to

1. Acknowledge the targeted performance levels set for 2018/19;
2. Receive further detail on the process for calculating town centre footfall information and their locations;
3. Provide target setting information to the Chairs of each Scrutiny Committee and request feedback on those that are linked to agreed work programmes; and
4. Subject to (3) above, for the Finance and Performance Scrutiny Committee to select a number of targets to review in more detail (that are not being considered as part of other Scrutiny Committee work programmes)."

Work is continuing to support Scrutiny Members to review targets. However, this is likely to be of more value and more timely/relevant for 2019/20 target setting.

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1. Is the Authority making progress on achieving its planned improvements in performance and outcomes?

Th Council is making positive progress in its planned improvements in performance and outcomes and is clear where is needs to focus action to continue to support and challenge.

During the early part of 2018/19, steps have also been taken to challenge the extent to which partners are able to share their data and to develop a data sharing protocol. The particular, but not unique, focus for this work arose from partnership discussions in respect of the [Cwm Taf Well-being Objective](#) – Healthy People. The consideration and challenge of current arrangements for data sharing with partners.

Potential Areas for improvement arising from 2018 Corporate Assessment:

- 1. Continue to be an active partner in the Cwm Taf PSB in delivering its Well-being Plan and associated work programme. Also, supporting any preparations to include Bridgend CBC as part of the merger of Bridgend with Cwm Taf UHB.**
- 2. Continue to focus on areas where the Council's performance, when compared to other Councils in Wales, needs to improve.**
- 3. Continue to deliver the priorities of the current Corporate Plan, which have been adopted as the Council's Well-being Objectives.**
- 4. Put in place preparations to deliver the Council's new Corporate Plan from 2020.**
- 5. Continue to strengthen the challenge and support of Service Delivery through the availability, transparency and, use of data and information as well as setting ambitious targets.**
- 6. Continue to align personal and organisational performance arrangements so that they support improved organisational performance.**
- 7. Continue to keep abreast of progress with Welsh Government on the collection and publication of the Social Services and other national performance measures to ensure that national data is comparable and consistent where possible.**
- 8. Continue to embed the requirements of the Well-being of Future Generations Act into the Council's arrangements and processes.**
- 9. Continue to support the change in organisation culture and arrangements that will underpin new and different ways of working, e.g. agile and partnership working required to deliver Corporate Priorities.**

Rhondda Cynon Taf –Corporate Assessment-2018

2. Does the Authority’s vision and strategic direction support improvement?

The Council’s Vision and strategic direction supports improved outcomes and directs our resources so that they are allocated to where they will make the most difference to the people and communities in Rhondda Cynon Taf.

Response to Areas for Improvement 2017 – The Council is

1. continuing to gather and understand the views, needs and aspirations of residents to provide information and support decision making at all levels of the Council. This work is being further developed to ensure the Involvement principle of the WFGA can be effectively demonstrated.
2. continuing to strengthen the Scrutiny arrangements to facilitate further support and challenge service delivery and improvement, e.g. more transparency about the work of and accessibility to Scrutiny committees.
3. continuing to strengthen the response to and implementation of findings arising and proposals for improvement arising from regulatory reports, as well as informing the corporate assurance function of Audit Committee.
4. continuing to improve communication with residents, elected Members, and staff and ensuring the data and information arising from all sources is used to inform our service priorities, provision and processes.
5. taken steps to further strengthen our target setting to ensure that 2018/19 targets are challenging and reflect the scale and pace of the Council’s improvement ambitions.
6. putting in place arrangements, taking account of lessons learnt, to ensure the impact of service changes are captured following implementation so that they can be used to inform further improvements.
7. assessing the effectiveness and impact of the introduction of MOSAIC through the pilot services of Leisure and Arts and will be looking to extend its use across other services in the Council, integrating with partners where possible.
8. continuing to embed the Corporate Plan, ‘The Way Ahead’ and test staff knowledge of the Council’s priorities, see section 4 (HR) below, so that they can see the benefits of working together better and continue to break down ‘service silos’. This approach will be reinforced by the preparations for the new Corporate Plan scheduled for introduction in 2020.

2.1 Does the Authority establish a clear vision and sense of purpose which reflects local needs, the views of local people, national priorities, and will secure

The Council’s understanding of the needs and views of its residents and communities continues to grow and mature. The transparency of information also continues to grow e.g. residents and communities access and contribution to Scrutiny is developing. This work will facilitate greater involvement of people and communities in the democratic process in order that their voices can be heard directly by the decision makers. The frequent and regular conversations with communities about the issues that affect them continue and increase This is described in more detail in section 3 below. The availability and analysis of relevant quantitative as well as qualitative data continues to shape the Council’s decisions as well as provide information about the outcome of the Council’s work. The developing understanding of the WFG Act across all public bodies is encouraging the greater availability, accessibility and use of national data about future trends. This information will contribute to the work to refresh the Corporate Plan and the Council’s vision beyond 2020.

The [Council’s Corporate Plan ‘The Way Ahead’](#), introduced in February 2016 continues to provide clear and transparent direction for the Council and its partners. The Plan was subject to Scrutiny and public consultation and there was considerable support for the aims and priorities of the plan. Since its introduction, the Plan has provided the stable strategic platform for the Council’s future, including decisions in respect of spending priorities in the Council’s three priorities

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2. Does the Authority’s vision and strategic direction support improvement? The Council’s Vision and strategic direction supports improved outcomes and directs our resources so that they are allocated to where they will make the most difference to the people and communities in Rhondda Cynon Taf.	
improved outcomes effectively?	<ul style="list-style-type: none"> • ECONOMY - Building a strong economy • PEOPLE - Promoting independence and positive lives for everyone • PLACE - Creating neighbourhoods where people are proud to live and work <p>TheCorporate Plan is the cornerstone of the Council’s Improvement and Investment agenda and very good progress is being made against its priorities.</p> <p>In the meantime, the Council’s understanding of the geographic, demographic, economic, environmental and social contexts in which it operates continues. This has already lead to improving use of resources, e.g Vulnerabilty Profiling so that we better target the use of resources, and our Stay Well@home Service which works in partnership with other bodies to make better use of resources and provide a better service for our residents. MOSAIC software has been used in the Arts service to better understand the different catchment areas of our two theatres and which types of performance are likely to appeal to local audiences, such as musicals and pantomime. This information is being used to inform our programming. It has also helped focus on which approaches to engagement activities may be most effective, due to the relatively low levels of current engagement with the Arts in both areas. MOSAIC information will now be used to develop Community Engagement Plans for each theatre. The results to date are encouraging. In Leisure there has been an increase in the number of Leisure Centre users paying by direct debit as a result of better targeting of residents. In the Arts Service, the information about audiences has challenged existing perceptions of Audience Profiles and helped to identify groups which are under represented. Data is currently being used to further develop our understanding of programmes development. A more detailed feedback report on the implementation of MOSAIC is currently being developed.</p>
2.2 Does the Authority demonstrate open and inclusive leadership, which is focused on securing continuous improvement in staff	<p>The Council’s Leadership continues its focus on what matters and further strengthening its approach to delivering continuous improvement in priority areas supporting alternative methods of service delivery in the community and engaging with residents. This year we are seeing evidence of the full impact of our work, e.g A second Extra Care facility being built in Maesyffynon Aberamen, the success of the Stay Well@home service, continuing to drive the progress as part of Cardiff Region City Deal including continuing to lead transport and housing, Taff Vale development, three new through schools as part of Band A 21st Century Schools, and major refurbishment and improvements to three other schools, the introduction of new Resilient Families programme, investment in Ynysangharad Park, playgrounds, Leisure Centres and 3G pitches providing facilities for communities.</p> <p>The Council continues to be subject to the Local Government (Wales) Measure 2009, Wales Programme for Improvement as well as the requirements of the Well-being of Future Generations Act (WFG Act) which have different legislative requirements and timescales. As a result, the Council has taken steps to minimise the potential for bureacracy by embedding the requirement of the legislation into its strategic processes, with the main driver being the Council’s Corporate Plan.</p>

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2. Does the Authority’s vision and strategic direction support improvement?

The Council’s Vision and strategic direction supports improved outcomes and directs our resources so that they are allocated to where they will make the most difference to the people and communities in Rhondda Cynon Taf.

performance, partnership working, and outcomes for citizens?

The Council’s annual Corporate Performance Report contains the Council’s priorities as required by the Local Government (Wales) Measure 2009 and also the Council’s Well-being objectives as required by the Well-being of Future Generations Act. To all intents and purposes, Well-being objectives and Improvement Objectives can be treated as one and the same. By integrating processes for setting and reporting on these key objectives, the Council has discharged its duties under both areas of legislation.

The Council continues to demonstrate the culture and capacity needed to deliver continuous improvement with leadership having a clear focus on improvement at all levels of the organisation. This is supported by a well established [Performance Management Framework](#) that seeks to strengthen the performance culture at all levels of the Council by:

- Reinforcing accountability through Challenge and Support by Cabinet and the Senior Leadership Team
- Developing strong and effective Scrutiny
- Being honest and self aware
- Focusing on Delivery and Improvement
- Managing, as well as Measuring Performance
- Setting aspirational targets
- Making best and sustainable use of resources
- Empowering and supporting staff to do the right thing
- Involving our Residents.

The WFG Act, described by the Future Generations Commissioner as the “Common Sense Act” continues to be embedded into the Council’s governance, scrutiny arrangements and services and was reflected in the scale and ambition of the Council’s Corporate Plan 2016-20. The work to refresh the next Corporate Plan, that will be in place beyond 2020, will provide an opportunity to demonstrate the extent to which the Council has succeeded. In her first annual report of progress, [‘Well-being in Wales:the journey so far’](#) published in May 2018, the Future Generations Commissioner set out her expectations on Public Bodies and Public Services Board in respect of the Act. Similarly, the Auditor General also published a reflection on Year one of the Act in May 2018 in his report [‘How have public bodies responded to the Well-being of Future Generations Act?’](#). The Council is applying the lessons from these reports in the context of its agreed [Policy statement](#) and the Council’s 2019 Corporate Performance Report will be constructed with these expectations in mind.

The Corporate Priorities contained within the Corporate Plan have shaped detailed Action Plans in place since 2016. The Corporate Performance Report 2018/19 i.e. the most recent annual report of progress in respect of the Council’s Priorities, set out

- progress and an evaluation of 2017/18 actions for [Economy](#), [People](#) and [Place](#). This was the aggregation of progress which had been reported quarterly to Cabinet and relevant Scrutiny Committees during 2017/18

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- the action plans and measures of success that are in place for 2018/19 for [Economy](#), [People](#) and [Place](#), which will be monitored quarterly by Cabinet and relevant Scrutiny Committees during 2018/19.

The Corporate Performance Report 2018/19 was pre scrutinised by [Finance and Performance Scrutiny Committee on 4 July](#) 2018, endorsed by [Cabinet on 17 July](#) and subsequently approved by [Council on 25 July](#) prior to publication.

The Council has received two Certificates of Compliance from the Wales Audit Office (WAO) in respect of its Corporate Performance Report indicating that the Council has met its statutory requirements arising from the Local Government (Wales) Measure 2009. These are:

1. [the Council's assessment of its performance in 2017/18](#)
2. [The Council's 2018/19 Improvement Plan](#)

The Annual Improvement Report (AIR) was issued by the Wales Audit Office in September and reported to Council on [19 September](#) 2018. The AIR indicated that *"Based on, and limited to, the work carried out by the Wales Audit Office and relevant regulators, the Auditor General believes that the Council is likely to comply with the requirements of the Local Government Measure (2009) during 2018-19"*

The WAO's Audit Plan for its work in the Council during 2018 was reported to [Audit Committee on 30 April](#) 2018 alongside the [Draft Internal Audit Plan 2018/19](#). The Council's [Annual Governance Statement](#) which was subsequently included in the 2017/18 Statement of Accounts for financial year ended 2018 was approved by [Council on 19 September](#).

Since then, the WAO has undertaken an Assurance and Risk Assessment Review project in respect of all Councils. This review will help the Auditor General to discharge his *"duties under section 17 of the Public Audit (Wales) Act 2004 and section 18 of the Local Government (Wales) Measure 2009. It may also inform a study for improving value for money under section 41 of the 2004 Act, and/or an examination undertaken by the Auditor General under section 15 of the Well-being of Future Generations Act (Wales) 2015"*. The Review will also help to inform the WAO work plan in future years. The project will enable WAO to make an informed assessment of the risks to the Council:

1. putting in place arrangements to secure continuous improvement;
2. putting in place proper arrangements to secure economy, efficiency and effectiveness in the use of resources; and
3. acting in accordance with the five ways of working when setting wellbeing objectives and taking steps to meet them.

This review will identify the level of audit assurance and/or where further audit work may be required in future years in relation to risks to the Council putting in place proper arrangements to secure value for money in the use of resources. The review's focus is on key Corporate and Service arrangements including:

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2. Does the Authority's vision and strategic direction support improvement?

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- Strategic planning
- Governance and accountability
- Financial management
- Human resource management
- Asset management
- Information Technology
- Information Management
- Collaboration and partnerships
- Performance management – including performance reporting, business planning
- Risk Management
- Corporate Performance
- Service Performance

All of the areas identified are addressed throughout this Corporate Assessment. The WAO is seeking to provide a first draft in the Spring of 2019.

The Council is an active participant on the Cwm Taf PSB and contributed, with partners, to the development of the Cwm Taf Well-being Objectives. These objectives were subject to wide ranging engagement with residents, communities, staff and organisations and scrutinised by elected Members of the Statutory bodies prior to final agreement by the PSB and formal publication in the PSB's first [Well-being Plan for Cwm Taf](#) in May 2018, the first Well-being plan for the Cwm Taf area. What and how the Well-being Objectives are delivered and aligned to the work of other partnerships will continue to be developed as partnerships' understanding and capacity develops. Council staff have made significant input into Cwm Taf PSB processes. Most recently this has been through direct support to the PSB, SPB and associated work groups in the development of the Well-being Plan and the structure, frameworks and arrangements for its delivery. The PSB identified the need for a dedicated partnership resource to strengthen the support to the Board. This has led to the establishment of a PSB Support Team, jointly resourced by partners, supplemented by the Welsh Government's PSB support grant and hosted by the Council. The Team's work programme includes items to ensure the PSB meets the WG grant conditions which includes strengthening the PSB's performance arrangements so that they better inform challenge and scrutiny and identify approved performance and outcomes. The implications of the merger of Bridgend with the Cwm Taf Health Board are being considered by both PSBs with initial discussions forming part of the Cwm Taf PSB meeting on [23 October 2018](#). An update was provided to the most recent PSB meeting on [22 January 2019](#).

The Council is leading on one of the Cwm Taf Well-being Objectives, 'Thriving Communities', see below, and is also actively involved in the other Objectives. An example of work that is less visible is the Council's drive to tackle the lack of data sharing between partners that could detrimentally

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The Council’s Vision and strategic direction supports improved outcomes and directs our resources so that they are allocated to where they will make the most difference to the people and communities in Rhondda Cynon Taf.

affect the progress in respect of Vulnerability Profiling within the ‘Healthy People’ objective. The Cwm Taf Well-being Objectives and designated leads are:

Cwm Taf Well-being Objective	Partnership Lead
Tackling Loneliness & Isolation	Ian Davy - Voluntary Action Merthyr Tydfil
Thriving Communities	Paul Mee - RCTCBC
Healthy People	Angela Jones – Cwm Taf Public Health Team
Strong Economy	Alyn Owen - MTCBC

The PSB is only one of the partnership and/or joint arrangements in which the Council participates, some of which are set out on the ‘Working with Others’ page of the [Council’s website](#). Other joint projects include the Stay Well@home Service, a partnership of RCT and MTCBC, Cwm Taf UHB, Interlink and Voluntry Action Merthyr Tydfil. This service aims to get people safely out of hospital and back to their own homes with appropriate support as soon as possible. This joint service recently received an award for ‘*Working Seamlessly across organisations*’ at the [NHS Wales Awards 2018](#).

A more internally focussed joint arrangement is the work on the Cwm Taf Estates Pilot, where good progress has been made by partners in making their public estate more productive, efficient and effective in supporting the delivery of their services. The Council is also progressing, with a new Community Hub Mountain Ash. This Hub offers a wide range of council and other partner services, inc a GP surgery, and a planned new Extra Care facility in the town centre, with all three facilities within 100 yards of each other. Another example its the relocation of Coroners Court from Cardiff Central Police Station to Courthouse Street, along side Coroner’s Officers from Aberdare and Cardiff sharing the accommodation with RCT Elections Service.

The Council has a positive record of working with partners. As part of its requirements under the WFG Act, the Council is required to collaborate with others and is starting to strengthen the officer and elected Member challenge to ensure that all opportunities to work with others are explored. This is not only to meet a legislative requirement but also because it makes sense to do so. The Corporate Plan sets out that the Council will “**Work in a way that makes the best and most sustainable use of our limited and decreasing resources, always looking at alternative ways of doing things, to limit the impact on the Council taxpayer...**” and in particular to “**Collaborate more with other public services, the community and voluntary sector and businesses to find common and jointly owned solutions**”.

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The extent to which the Corporate Plan also drives the individual performance arrangements are described in more detail in Section 4 below.

The Council continues to use its Corporate Plan to drive improvement, priorities and investment through elected Members, managers and staff, continuing to demonstrate its commitment to providing visible and shared leadership to staff and partners. The Joint Planning sessions of senior officers and Cabinet Members continue to be focused on how the Council is delivering on its Priorities and/or how it can further improve how it is delivering. These meetings continue to take place every three months, the most recent of which was 14 January 2019. At the meeting on 1 October, as well as communicating key messages, the main focus of this meeting was on young people, and included a number of young people sitting alongside officers and elected Members providing challenge to what services could do better to make them ‘young person friendly’ and also how they could engage and involve young people in how they were delivered. Significantly, other items addressed in the meeting included addressing resilience, investing in young people and a young person’s perspective of living in RCT. For the first time, the meeting heard directly from a young person about his personal story. He told the meeting how he had overcome significant personal challenges, how he coped, the talent he discovered during his personal journey and the support he received. He went on to tell his story in a rap he had written, which showcased this talent. This, as well as the wider ranging discussions served as a powerful reminder of the need to recognise the rights of young people to have a say in the future of RCT.

The Council actively encourages and supports the involvement of young people, this includes through the Council’s Youth Forum. The RCT Council Youth Forum is now well established with County Borough wide representation and meets quarterly. The forum has wide representation, including from all secondary and special schools, locality youth forums and special interest groups including CLA, BAME and young carers forums to ensure it is fully representative. Part of its work is to consider the Council’s service change proposals following which the forum receives updates of progress.

All Youth Engagement and Participation (YEPS) Service provision is led by young people identifying the activities and opportunities they would like to participate in and the feedback of young people informs service planning and the deployment of resources, as set out in the YEPS Participation Strategy. A rolling programme of consultation is in place, including the ‘Your Voice’ survey which closed in January 2019. The ‘Your Voice’ Survey seeks to understand young people’s views around participation and consultation; sport, leisure and culture; advice and guidance; and education, training and employment. The survey was made available online and youth service staff engaged with young people during 1 to 1 sessions, in youth clubs, schools and other settings, as well as advertising on different media platforms. 4,869 young people completed the survey and results are currently being analysed, the results will inform a range of reports including school-based reports, community reports around the 10 community zones and a 16+ report. We are also working on a communication strategy that will describe how we will feed this back to Senior Leadership Team, PSB and key partners, including most importantly to young people.

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More generally the Council currently does not have its own Involvement Strategy, as our processes follow the National Principles for Public Engagement from [Participation Cymru](#) and the Involvement Strategy agreed in partnership with our PSB partners. There is scope for making these arrangements and how they apply to the Council more transparent .

Internally, services are building on their positive experiences and successes of working together to achieve the aims and ambitions within the Corporate Plan. The result of this work continues to help to identify efficiencies and provide a more cohesive and improved service to residents e.g. the Stay Well@home service. This change in culture is supported by actions that encourage openness and transparency including the regular Joint Planning sessions described above and the way in which service information e.g all Service Self Evaluations and Delivery Plans are made available for managers to access. Also the Cabinet and Scrutiny work programmes are available to stakeholders, staff and residents to enable them to better challenge, support and scrutinise the work and decisions of elected Members. This is described in more detail in section 3 below.

The Council is preparing to refresh its Corporate Plan to shape the Council’s priorities beyond 2020. This work will encompass a specific staff survey about understanding and awareness of the Corporate Plan as a strategic driver for the work of the Council. For this reason, it has not been included in the Staff Surveys for 2018.

In the last year, the Council continued its sound approach to service and financial planning so that it maintains its focus on what matters most. In setting the [2018/19 revenue budget](#), the Council ensured that the Council’s financial stability was not compromised, that the budget was equitable for all and it safeguarded as many key services and as many jobs as possible. It also agreed a Council Tax increase at 3.30%. At its meeting on 28 February, the Council also agreed a 3 year capital programme of £180M with a focus on the strategic priorities. In the context of continuing financial settlements, the Council’s Medium Term Financial Strategy is critical to ensuring the best use of all available Council resources. Further detail in the way the Council is managing it resources is set out in section six below. [Consultation on the 2019/20 budget](#) opened on 5 November, giving residents the opportunity respond to an online survey or to speak to Officers and Cabinet Members about the Council’s priorities. Over 4,000 people took part in the budget consultation process and helped the Council set the Council Tax and investment priorities for the financial year ahead.

Potential Areas for improvement arising from 2018 Corporate Assessment:

1. Continue to gather and understand the views, needs and aspirations of residents to provide information and to support decision making at all levels of the Council.
2. Ensure that our arrangements for engaging and involving resident are more transparent and enable the ‘Involvement’ principle of the WFGA to be more effectively applied and demonstrated.
3. Continue to strengthen the Scrutiny arrangements to facilitate further support and challenge service delivery and improvement, e.g. more transparency about the work of and accessibility to Scrutiny committees.

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2. Does the Authority's vision and strategic direction support improvement?

The Council's Vision and strategic direction supports improved outcomes and directs our resources so that they are allocated to where they will make the most difference to the people and communities in Rhondda Cynon Taf.

4. Continue to strengthen the response to and implementation of findings arising and proposals for improvement arising from regulatory reports, as well as informing the corporate assurance function of Audit Committee.
5. Continue to improve communication with residents, elected Members, and staff and ensuring the data and information arising from all sources is used to inform our service priorities, provision and processes.
6. Further strengthen our target setting to ensure that 2019/20 targets are challenging and reflect the scale and pace of the Council's improvement ambitions.
7. Continue to seek feedback and establish lessons learnt, to ensure the impact of service changes are captured following implementation so that they can be used to inform further improvements.
8. Seek to maximise the use of MOSAIC following the review of its use in Leisure and Arts, integrating with partners where possible.

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3. Do the Authority’s governance and accountability arrangements support robust and effective decision making?

The Council is continuing to strengthen the governance accountability and scrutiny arrangements so that they support service delivery and improvement. There are many strands to the work described below ranging from improved access to information and training, stronger clearer accountability and scrutiny. The Council is now seeing the clear improvements and the impact of the arrangements put in place over the last three years.

Response to Areas for Improvement 2017. The Council has:

1. continued to strengthen the governance arrangements to ensure that they better inform and facilitate challenge, support, scrutiny and pre scrutiny at all levels across the Council, as described below.
2. published the Scheme of Delegation /Officer Guide on the Intranet/Internet for ease of access.
3. strengthened the arrangements to identify and meet the Personal Development needs of elected Members.
4. continued to strengthen the Scrutiny function, focusing on the impact of the decisions made and doing more to try to engage and bring Scrutiny and residents together.
5. continued to increase the use of technology to enable elected Members to more effectively manage and scrutinise the Council’s business including completing the roll out of appropriate equipment and making positive progress on the implementation of Modern.Gov software.
6. increased the pace of work to identify all strands of customer and resident feedback coming into the Council, how it can be co ordinated, analysed and made available to better inform service planning and improvement.
7. progressed/implemented the findings contained within the Annual Governance Statement 2017/18.
8. considered the findings arising from the WAO ‘Fit for the Future’ Review, and put in place an Action Plan agreed by Scrutiny Committee, in order to further improve and strengthen our Scrutiny processes.

3.1 Do clear roles and responsibilities enable good governance and strong accountability?

Since the 2017 Local Government election, changes to the Political Balance have taken place. These changes were reported to Council on 28 November, 2018 which also considered the appointment of Scrutiny Committee Chairs. The Political Balance of the Council currently stands at: Labour 47; Plaid Cymru 17, Alliance 5, Conservative 2, Unallocated 4.

A comprehensive induction and training programme for elected Members is in place which has been built upon through the use of Member Personal Development Reviews (PDRs) which identify individual training needs. Training to meet these needs has been put in place and has been complemented through the use of training sessions arranged in advance of meetings of full Council. In these sessions, elected Members have received information on a range of topics including General Data Protection Regulations (GDPR), Universal Credit, Safeguarding and also individual service updates e.g. Civil Parking Enforcement. The intention of this training is to assist Members to develop skills and confidence within their roles. Evaluation forms in respect of the recent training provided to Members are to be circulated to Members in advance of the Annual General Meeting to assist officers in delivering the training needs of Members going forward. Feedback in respect of the training is also sought from Members through their regular PDRs with the Head of Organisational Development.

To provide further support and access to information, all elected Members have been provided with an iPad or similar device of their choice to assist them in undertaking their roles. Devices are now being provided to the Council’s Co-opted Members.

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3. Do the Authority's governance and accountability arrangements support robust and effective decision making?

The Council is continuing to strengthen the governance accountability and scrutiny arrangements so that they support service delivery and improvement. There are many strands to the work described below ranging from improved access to information and training, stronger clearer accountability and scrutiny. The Council is now seeing the clear improvements and the impact of the arrangements put in place over the last three years.

This has also enabled the continued rollout of the Modern.Gov system. This system allows elected Members to access Council papers electronically. To date 46 elected Members are utilising their devices at Committee to access Committee agendas and reports. One to one training sessions are provided to each Modern.Gov user to enable them to use the system, with additional support as and when necessary.

The rollout of Modern.Gov across the Council has been positive to date. Whilst it is too early to establish the full effect of its implementation so far, there have been some requests from Members for additional information to be made available through the Modern.Gov system and also for the amount of hard copy information provided to be reduced.

In accordance with the Independent Remuneration Panel recommendations as published within its Annual Report in February 2018, and reported to the Council's AGM on 23 May, 2018, elected Members have also been provided with resources in respect of telephone and broadband to assist them in undertaking their role.

The Council is also exceeding its requirements under the Welsh Language Standards by providing a simultaneous Welsh translation service at all Scrutiny Committee meetings, as well as the required executive decision making meetings so that the Welsh and English languages are treated equally and to assist bilingual Members in their role. Furthermore, Group Leaders, elected Members, the interim Head of Democratic Services and managers and staff from the Translation Unit have met to ensure that all elected Members are confident and comfortable with the use of the translation system at meetings and to identify good practice requirements, in line with the Welsh Language Standards.

All elected Members have received a role description and are aware of what is required of them. However, there is more work required to ensure these are all up to date and available on the Council's website by the Council's AGM as part of individual Member's contact details and Council portfolio.

The Governance arrangements continue to be strengthened with further changes made to the Council Constitution at the Council's AGM in May 2018. to assist in openness and transparency and to reflect modern practices and the developments with ICT i.e.

- Electronic Acceptance of Scrutiny Call In form
- Member Attendance Recording
- Scrutiny Engagement protocol (checked 12/2 imminent)
- Reporting to Members potential impacts and e.g. Equalities

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- Forward Work Programmes
- From SSE 1.2 - Public Engagement Strategy

Members of the Cabinet, Overview and Scrutiny Committee were consulted on these changes and associated ancillary matters before being presented to the Council’s Constitution Committee on 14 May 2018 which then commended their adoption to Council as indicated above. Implementation of these amendments provided improved certainty in the interpretation of the Council’s Constitution, allowed for greater transparency in respect of decision making and facilitated a more consistent and robust approach to governance.

Any changes to the Council’s Constitution need to be agreed by Council. Article 15.03 of the Constitution stipulates that changes will only be approved by full Council after consideration of a proposal by the Corporate Governance and Constitution Committee, the Monitoring Officer or a recommendation from Cabinet.

In relation to Scrutiny, the WAO has recently completed a review of the Council’s Scrutiny arrangements. The finding from the review were set out in a report, ‘Fit for the Future’. The report and the action plan containing the Council’s response to the recommendations were reported to a meeting of the Overview and Scrutiny Committee on 22 October 18. Following consideration of the report, the committee instructed the Director of Communications and Interim Head of Democratic Services to review the current scrutiny arrangements in respect of their robustness, and report back to that Committee. Following this process, it is anticipated that any new arrangements arising from the recommendation will be in place by the Council’s 2019 AGM.

The Council’s statutory officials, Head of Paid Service, Section 151 Officer, Monitoring Officer, Director of Social Services and the Head of Democratic Services, continue to be referred to in the Council’s current constitution and deliver their statutory functions accordingly. These functions are monitored by the appropriate Scrutiny Committees. To assist officers in the role of the Senior Leadership Team and wider Council functions an ‘Officer Guide’ on the Council’s General Scheme of Delegation of Executive and non-Executive Functions has been produced, and subsequently updated to address the changes arising from the Council’s AGM in May. This is available on the Council’s Intranet site.

In 2016 training was provided at each of the Directorates Group management team meetings in respect of the changes to the Scheme of Delegation. Although further amendments have been made to the Constitution and Scheme of Delegation these have been updated in the Officer Guide and no further training has been provided, although is available from the Council Business Unit if requested.

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Joint Cabinet Member and Officer Planning sessions continue to strengthen the understanding of Council priorities and appreciation of Officer and elected Member challenges. Three sessions have been held since January 2018, with the most recent session held on 19 January and included a Leader’s briefing, the Council’s financial position, transforming the Council’s interaction with customers and residents looking at how it can digitalise and simplify the way services work.

This understanding is further reinforced by quarterly meetings of Cabinet Portfolio Holders, Scrutiny Chairs and the lead officer from the Senior Leadership Team where they are able to ensure alignment of various governance arrangements. Also the arrangement considered and agreed at Overview and Scrutiny Committee on 22 January 2018 in which Cabinet Members and their respective Chief Officers attend their respective Scrutiny Committees to present relevant information in respect of their portfolios. This proposal is intended to enhance the level of dialogue and information currently provided to Scrutiny Committees. The Scrutiny Committees which have received reports from Cabinet Members to date are:

- Cabinet Member for Adult Community Services & Welsh Language to the Health & Wellbeing Scrutiny Committee [20.02.18](#)
- Cabinet Member Environment, Leisure & Heritage Services to the Public Service Delivery, Communities & Prosperity Scrutiny Committee - [25.01.18](#)
- Cabinet Member for Enterprise, Development & Housing to the Public Service Delivery, Communities & Prosperity Scrutiny Committee [22.03.18](#)
- Deputy Leader & Cabinet Member for Council Business to the Overview & Scrutiny Committee [18.04.18](#)
- Leader of the Council to the Overview & Scrutiny Committee – [08.01.19](#)

Work to refresh, reinforce and further strengthen arrangements with Town and Community Councils is accelerating. At the meeting of the Community Liaison Committee on 25 September, 2018, Members acknowledged the need to revise the ‘Shared Community Model – Model Charter’ which was agreed by the Committee and endorsed by each of the Community Councils in 2011. The Chair of the CLC, i.e; the Cabinet Member for Council Business, together with the interim Head of Democratic Services, is currently meeting with each of the Town and Community Councils in order to help strengthen the collaborative arrangements between the Council and the Town/Community Councils and explore necessary revisions to the Charter. This will also provide the opportunity to reflect on the requirements of the role of Town and Community Councils in respect of the Well-being of Future Generations Act. A verbal update of progress of these meetings was presented to the Community Liaison Committee on 4 February 2019 and early signs are encouraging.

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	<p>3. Do the Authority’s governance and accountability arrangements support robust and effective decision making? The Council is continuing to strengthen the governance accountability and scrutiny arrangements so that they support service delivery and improvement. There are many strands to the work described below ranging from improved access to information and training, stronger clearer accountability and scrutiny. The Council is now seeing the clear improvements and the impact of the arrangements put in place over the last three years.</p>
	<p>The contributions of the Town and Community Councils and their local knowledge provide significant value to people and communities of RCT and to the work of the Council. Their views and contributions are currently being sought directly on a number of the Council’s consultations e.g. the Modernisation of the Council’s Residential homes and Day Care and the Council’s Toilet strategy which were discussed at the CLC on <u>4 February</u>. Also at this meeting, for the first time, representatives from the Independent Remuneration Panel were invited to discuss the Panel’s forthcoming report and determinations, with particular reference to the impact on Town and Community Councils. The draft report was published <u>in October 2018</u> with the final report published in late February.</p>
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Tudalen 200</p> <p>3.2 Do elected members and officers exhibit appropriate values and behaviour?</p>	<p>Both Officers and elected Members exhibit appropriate behaviour and this can be evidenced in the Public Services Ombudsman for Wales’ report, which was presented to the Council’s Standards Committee on <u>18 September</u> 2018. The Committee considered the summary of complaints against members between 1 April 2017 and 31 March 2018, and contained no references to Rhondda Cynon Taf. The Ombudsman’s report was also presented to the meeting of the Standards Committee on <u>23 November, 2018</u> to enable consideration of the performance of the Ombudsman’s office and the key messages arising.</p> <p>During 2018/19, one complaint was made against an elected Member under the local protocol. This was reported to the Council’s <u>Standards Committee</u> on 22 October 2018. At the meeting and following consideration of all the evidence provided including statements by all the witnesses, the Standards Committee found that whilst there was a basis to the complaint against the Councillor involved no further action was required. The local protocol remains as agreed by the Standards Committee in <u>10 July 2015</u>. There is also a Member/Officer protocol within the <u>Council’s Constitution</u> which sets out the appropriate working relationships to be adhered to.</p> <p>The Standards Committee meeting in <u>September</u> endorsed the <u>One Voice Wales Local Resolution Procedure</u> and recommended its adoption by Community and Town Councils within Rhondda Cynon Taf. This was subsequently reported to the <u>Community Liaison Committee</u> on 25 September where it was agreed to in principle.</p> <p>Any risk of conflict of interest is mitigated by ensuring elected Members are aware of their obligations to report any conflict in every Council meeting. They are also required to complete a ‘Declaration of Interest’ form within 28 days of an election, which allows them to publicly declare any interests. Members understand it is their responsibility to amend their declarations on Interest in the required timescales, and this is set out in the Members’ Code of Conduct which they are required to sign on an annual basis. The Declarations of Interest are published as part of the <u>individual Member profiles</u> on the Council’s Internet site with a central hard copy available within the Council Business Unit.</p>

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3. Do the Authority’s governance and accountability arrangements support robust and effective decision making?

The Council is continuing to strengthen the governance accountability and scrutiny arrangements so that they support service delivery and improvement. There are many strands to the work described below ranging from improved access to information and training, stronger clearer accountability and scrutiny. The Council is now seeing the clear improvements and the impact of the arrangements put in place over the last three years.

The Council is increasingly open and transparent in the way it operates. It continues to involve, engage and consult residents on any service or policy change or introduction in an open and inclusive manner, particularly with those service users that may be directly impacted by any change.

Feedback from engagement/consultation events and surveys that relate to general service delivery and improvement is also separately collated and analysed and reports are provided to Officers and Councillors to inform their decisions various reports being considered by various committees. An example, of the Council’s engagement with people and communities include the proposals to develop Community hubs in Ferndale and Mountain Ash in 2018, the consultation results for which were reported to [Cabinet on 19 April 2018](#). As part of the development of the Hubs, we spoke to people that used the existing day centres and libraries, as well as in local community in drop in events, at which the plans were available to view. The feedback was used to inform the development of the hubs it also lead to further involvement with service users in respect of the layout to ensure their [needs were incorporated](#).

By involving people and communities and providing them with appropriate and timely background information, they are able to provide more informed views and to seek further information if they need it. The information is tailored to the people with whom we are engaging. Examples of this include easy to read information provided to service users of our Community Day Centres for Learning Disability and also providing an Advocacy service and support for residents in Residential Homes, as part of a consultation on the modernisation of Residential Homes and Day Care services in RCT.

Another example of the Council’s commitment to openness and transparency is the public engagement that took place in respect of its response to the Review of the Electoral arrangement by the Boundary Commission for Wales. The findings, which indicated support for the Council’s proposals were presented to Council on [24 October 2018](#). This approach allowed members of the public to comment upon the Council’s proposals so that the Council’s submission also reflected the views and wishes of local members and stakeholders.

All feedback arising from our engagement events and surveys is collated and analysed. Reports of findings are provided to Officers and Councillors for consideration as part of the Council’s decision making arrangements.

The Council continues to make progress with its use of social media and electronic channels to promote and increase public engagement, both internally and externally. This includes sending out reminders for events and links to online surveys. Twitter was used to ask questions in respect of the budget consultation 2019/20 which resulted in over 4,000 residents engaging in the Council’s

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<p>3. Do the Authority’s governance and accountability arrangements support robust and effective decision making? The Council is continuing to strengthen the governance accountability and scrutiny arrangements so that they support service delivery and improvement. There are many strands to the work described below ranging from improved access to information and training, stronger clearer accountability and scrutiny. The Council is now seeing the clear improvements and the impact of the arrangements put in place over the last three years.</p>	
	<p>budget setting process in total. We also provided an online Budget simulator that allowed residents to set the budget themselves and pick those service they felt should have a budget increase or decrease as well as providing the option to set the Council Tax level for the year. These online methods support the wide ranging face to face involvement across RCT</p> <p>At its meeting on 13 December 2018, the Overview & Scrutiny Committee was provided with an update on early progress made in respect of promoting public engagement in Scrutiny. The report illustrated the dedicated scrutiny web page on the Council’s Website which contains information about the Scrutiny process, the Scrutiny Committees in place and the Scrutiny Work Programmes. The page also contains blogs from individual Scrutiny Chairs and the recently developed public speaking protocol which was endorsed by the Overview & Scrutiny Committee in December and has been recently published on the Council’s Website. Proposed developments within the Scrutiny webpages relate to the publication of information about the Council’s Scrutiny Working Groups which are an integral part of the Scrutiny process. This approach will strengthen the arrangements in place to evaluate the impact of Scrutiny and the respective Working Groups. The approach will also provide the opportunity to be clear about where policies etc. have been influenced or developed by Scrutiny Committees through their respective Working Groups and will further demonstrate the Council’s commitment to measuring the success of its scrutiny process.</p>
<p>3.3 Are there adequate arrangements in place to support members and senior officials to be effective in their role?</p>	<p>The decision making processes in place as set out in part 4 of the Constitution and described above, continue to support good governance and clear accountability. The roll out of ‘Modern.Gov’ and Members’ increasing use of ICT is providing access to a wider range of information that will further support the governance arrangements.</p> <p>The Democratic Service Committee is advised of the training and development arrangements for elected Members. The Head of Organisational Development undertakes Members Personal Developments Review twice a year which identify individual training/development requirements. Following these meetings an example of the training identified is for Chairing skills. This need was met through 1:1 training delivered on behalf of the Council by the WLGA.</p> <p>The re-introduction of regular training sessions prior to full Council meetings helps to maximise attendance. These sessions not only provide training but also provide the opportunity for Members to be advised of changes in services which may impact on their wards e.g. in a pre -Council training session in July, Members were updated on the Civil Parking Enforcement arrangements and the effects on local residents and communities. The same training opportunity is available prior to the monthly meetings of the Planning & Development Committee which is open to all Members.</p> <p>Examples of training already provided to elected Members:</p> <ul style="list-style-type: none"> • General Data Protection Register (<i>in house</i>)

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- Universal Credit – *with Dept of Work and Pensions & Citizens Advice Bureau*
- The role of Trivallis
- Pre-application Planning applications
- Corporate Parenting
- Modern.Gov – one to one training
- Safeguarding (In house provider)
- Effective Member Training – (External Provider)
- The role of PINs (planning inspectorate) in the Planning System – (*Director of Wales Planning Inspectorate*)
- Finance training – (*External provider*)

Training scheduled

- Equalities – Dignity & Respect (*In house*)

Training to be arranged

- Use and understanding of Social Media and
- Domestic Abuse

On the 19th November, Members took part in a focus Group ran by Miller Research to assist in the evaluation of the ‘Diversity in Democracy programme’, that was run by Welsh Government between 2014 and 2017. The aim of the programme was to increase the diversity of candidates standing in the 2017 local elections. Members were able to provide valuable feedback into the programme, with attendance from both newly elected and established Members.

At a meeting of the Democratic Services Committee on 12 November, Members considered a report in respect of the arrangements for Document Management i.e. Modern.Gov. Progress in the approach to paper-light Committee meetings was discussed. It was resolved to create a working group to look further into the provision of devices to Members and the sufficiency of relevant and timely support required to enable them to become confident in their use. At the working group meeting on 14 January Members proposed a number of recommendations to assist in the paper light approach to Committee meetings, e.g.

1. a flexible training Framework to be put in place to meet the needs of individual.
2. a review of meeting room facilities to better enable the use of technology, ranging from charging points to webcasting facilities

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The Group recognised that taking forward the paper-light approach allowed Members to access further information during Committee meetings, through web links embedded within reports. It also provided a further security measure in respect of confidential reports, reduction in printing and posting costs and also reduced the carbon footprint of the Authority. The approach also supported the implementation Council's wider digital strategy. The Working Group's findings will be presented to the Democratic Services Committee at its next meeting in March, 2019.

During 2014, following Welsh Government funding a pilot of webcasting was undertaken by the Authority in respect of its then called 'Development Control Committee', where by a number of its meetings were live streamed. This pilot ceased following the cessation of the funding available and due to the costs associated with Webcasting this provision was not taken forward by the Council. Since that time and with the changes in technological advancements and the potential Welsh Government proposals surrounding a mandatory requirement for Webcasting, this area of engagement will need to be re-considered. As noted by the Democratic Services Working Group, adequate facilities will need to be provided within the Council Chamber to allow for the provision of broadcasting and the costing of such a service will need to be factored into Council budgets, unless funding is made available by the Welsh Government. Webcasting will allow the Council to further improve its public engagement and to further strengthen democracy within Rhondda Cynon Taf. The provision of webcasting will allow the public to engage in Council business, from the 'comfort of their own home' without them needing to attend a Council venue.

In the meantime the Council is continuing to encourage and promote public engagement by taking Committee meetings 'out into the Community'. Scrutiny Committees have held meetings at agenda related venues i.e. Public Service Delivery, Communities & Prosperity Scrutiny Committee conducting meetings at the Lido Pontypridd and Bryn Pica site. Although this has not attracted members of the public to the meetings it has provided opportunities for Members of the Committee to witness and observe services which can further assist Members in future scrutiny discussions. The resulting community involvement and contribution will be reviewed when there is more firm evidence available to establish the effect of this change.

Following the publication of the Independent Remuneration Panel's (IRP) draft [Annual Report 2019/20](#) in October 2018, the Interim Head of Democratic Services and the Chair of Democratic Services met with the IRP to provide comments on its content. Verbal feedback from this meeting was provided to the Democratic Services Committee of 12 November. As indicated above, the Vice Chair of the IRP was invited to the meeting of the Community Liaison Committee, on 4 February, to discuss implications of the IRP report findings for Community Councils. This was in advance of the publication of the [final IRP report](#) in late February.

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<p>3. Do the Authority’s governance and accountability arrangements support robust and effective decision making? The Council is continuing to strengthen the governance accountability and scrutiny arrangements so that they support service delivery and improvement. There are many strands to the work described below ranging from improved access to information and training, stronger clearer accountability and scrutiny. The Council is now seeing the clear improvements and the impact of the arrangements put in place over the last three years.</p>	
	<p>RCT’s positive track record in providing Members with support and development opportunities is evidenced by its success in attaining and retaining the Members Charter. The Council received its first award in 2007, an Advanced Charter in 2010 and the ‘Good Practice and Innovation Award for Member Support and Development’ in 2014, as a result of support made available to Members through the Occupational Health Unit. The Charter includes all aspects of elected Member support including constitutional arrangements, a strategic and practical framework for Member development, services and facilities. The Charter is intended to raise the amount and standard of support to elected Members in Wales. To continue to demonstrate the Council’s commitment to Member development, preparations are in progress for the Council’s Charter review in 2019.</p> <p>To further strengthen support to Members, the previously independent Executive and Regulatory Business Unit and Democratic & Members Services Team have been merged together to create a new single Council Business Unit, as set out in a report to <u>Democratic Services Committee on 12 November</u>.</p> <p>The changes included</p> <ul style="list-style-type: none"> • the introduction of a Graduate Scrutiny Research Officer to support Members scrutiny responsibilities and wider elected Member roles. • the continuation of the Interim Head of Democratic Services as a member of the Council’s Senior Leadership Team. <p>The Unit is now responsible for providing support to all of the Council’s democratic functions and decision making arrangements. This has created greater strength, resilience and expertise to support these functions. Plans are in place to seek feedback from Members to establish their experience of the changes and to establish how the arrangement can be continually improved.</p>
<p>3.4 Is decision making across the Authority robust and effective?</p>	<p>The Council’s ongoing progress in strengthening governance; officer and Member training and support; scrutiny and pre scrutiny arrangements and resident engagement continues to see increasing recognition of the voice of the resident in Council decisions.</p> <p>Progress has been further strengthened by changes to the Procedure rules agreed by Council at its <u>AGM in May 2018</u>. This includes:</p> <ol style="list-style-type: none"> 1. Changes to arrangements that make it quicker and easier for Members to ‘Call in’ Cabinet or Delegated Officer decisions 2. Agreed principles to facilitate public engagement in Scrutiny Committees 3. Standardisation of Reports to ensure that they contain the same level of detail to inform/support Member decisions 4. The availability of Forward Work Programmes for Cabinet and Scrutiny Committees on the Council’s Website providing greater transparency and easy access.

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	<p>Since April 2018, there has been one ‘Call in’ arising from a decision of Cabinet. This was in respect of the development of Community Hubs report to <u>Cabinet on 19 April</u>.</p> <p>The Call in was considered by a special meeting of the Overview and Scrutiny Committee on 30 April in which Member concerns were addressed and following consideration the Committee resolved that <i>“the matter not be referred back to the Cabinet for reconsideration and the decision taken on 19 April take effect...”</i></p> <p>As described in section 3.1 above, a guide that provides officers with detailed information in respect of these requirements has been made available on the Council’s Intranet.</p>
<p>3.5 Do challenge, scrutiny and review processes ensure a range of informed views are sought and actively considered to aid decision making and improvement?</p>	<p>The Council’s processes, training and information to facilitate scrutiny and challenge of decisions and policies, continue to strengthen and mature. However we know that there is more to do and are continuing to implement changes.</p> <p>In its latest report, ‘Fit for the Future’ the WAO concluded that the Council</p> <ul style="list-style-type: none"> • has increased the role of overview and scrutiny in its improvement and governance arrangements, but could strengthen support for the scrutiny function; • has improved overview and scrutiny practice, but activity is not always well-planned; and • is beginning to evaluate the effectiveness of its overview and scrutiny function, but needs to do further work to demonstrate the impact of scrutiny. <p>It was pleasing to note that the WAO recognised the work to progress the of strengthening Scrutiny. However, it has also helped to support and inform the changes being implemented to continue to strengthen scrutiny arrangements. The full report containing proposals for improvement and the actions that are being taken to address them were presented to the <u>Overview and Scrutiny Committee on 22 October</u>. An update of progress in the implementation of the action plan will be presented to a meeting of the Overview and Scrutiny Committee prior to the Council AGM.</p> <p>The Scrutiny Annual Report 2018, containing details of the work carried out by Scrutiny Committees and the associated outcomes was presented to <u>Council on 23 May 2018</u>. Scrutiny Projects in 2017/18 included</p> <ul style="list-style-type: none"> • Provision of Sanitary Products in schools – leading to a change in Council Policy including the introduction of Feminine Hygiene Products agreed by <u>Cabinet in April 2018</u>

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- [Electoral Reform in Local Government Wales](#) and [Strengthening Local Government Delivering for People](#) -enabling consultation with residents to be included as part of the Council's response link agreed by [Council on 24 October](#).
- **Review of RCT Governor Support Services** – Recommendations focussed on improving the effectiveness of Governing Bodies
- **Mobile Library Service** - Public Service Delivery, Communities and Prosperity Scrutiny Committee [10 December 2018](#) received an update in respect of Mobile Library Service as a Scrutiny Working Group had previously been involved in the review of Mobile Libraries.

Scrutiny Working Groups in place in 2018/19 to date include

Communal Area Recycling –following their regular monitoring of the Council's recycling rates work is focused on two areas in order to further improve the Council's recycling rates, i.e.

1. Communal Recycling through the perspective of the role of social landlords
2. Enforcement

Considering the Council's approach to Scrutiny through the 'lens of the Well-being of Future Generations Act' by consideration of the Infrastructure to Support Low Carbon Vehicles. This work is referenced in more detail *** below

Consideration of Voluntary Snow Wardens – which among things lead to a campaign '*Your neighbours need you*' to encourage residents to be good neighbours, particularly to those who are vulnerable and to look out for one another during period of severe winter weather, helping to support greater community resilience. This work followed a Notice Of Motion at Council on [19 September](#).

Consideration of Register of Food Businesses in RCT- referred to a working group of the Finance and Performance Scrutiny Committee at its meeting [on 11 December 2018](#) for further consideration following a Notice of Motion at [Council on 24 October](#).

Provision of Elderly Mental Infirm Beds in RCT– The Working Group has completed its review and recommendations were considered by [Health and Well-being Scrutiny Committee](#) on 12 February, 2019.

The involvement of the Overview and Scrutiny Committee, together with joint meetings of the Scrutiny Chairs and Vice Chairs in the identification and development of Scrutiny Committee Work Programmes has provided the opportunity for a wider range of subject areas to be considered.

Pre-Scrutiny arrangements provided additional challenge for

- [Empty Property Strategy](#)
- [School Attendance Strategy](#)
- [HMO](#)

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3. Do the Authority’s governance and accountability arrangements support robust and effective decision making?

The Council is continuing to strengthen the governance accountability and scrutiny arrangements so that they support service delivery and improvement. There are many strands to the work described below ranging from improved access to information and training, stronger clearer accountability and scrutiny. The Council is now seeing the clear improvements and the impact of the arrangements put in place over the last three years.

- Homelessness Strategy
- Draft Supplementary Planning Guidance (HMOs)
- Out and About : the rights of way improvement plan for RCT
- 16+ Accommodation

Scrutiny Committees have also provided significant contributions as part of many consultations that have been undertaken in respect of Council business, allowing the Committees to contribute to proposed service and policy changes at an early stage. These consultations include:

- 21st Century Schools
- Modernisation of Residential Homes and Day Care Services
- Day Centre Review
- Public Space Protection Order (intoxicating substances including alcohol) within Town Centres
- Budget Consultation

Consideration of additional areas of work for 2019/20 is already taking place within Committees. This will be dependent on the Committees’ work programme but currently include:

- Review of Fixed Penalty Notices arising from scrutiny of the School Attendance Strategy.
- Consideration of street cleansing and the provision of street furniture in Town Centres
- Consideration of Bryn Pica (Eco Park) & The Cynon Gateway;

To further strengthen challenge, the Council has a number of residents that are co-opted onto Committees. They play a valuable role in these committees and provide a different perspective to the debates. Examples where these co- opted members are involved within Council business include the Chair of Audit Committee, Joint Overview and the Scrutiny Committee of the Cwm Taf Public Services Board. The Council also has its statutory co-optees on the Children & Young People Scrutiny Committee who provide sound opinions on the topics scrutinised. The Council will regain the Chair of the Joint Overview and Scrutiny Committee for the Cwm Taf PSB in 2019/20 Municipal year.

New Independent Members have been appointed onto the Council’s Standards Committee and for the first time, the Strategic Arts and Culture Steering Group.

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3. Do the Authority’s governance and accountability arrangements support robust and effective decision making?

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As well as the progress described above, work is continuing to

- ensure Scrutiny meetings are promoted on social media in the same way meetings of the Council’s Cabinet & Full Council, with a view to developing a dedicated social media presence in the future
- identify appropriate resources within the Council’s Corporate Communications functions to promote the work of scrutiny
- strengthen further the link between Scrutiny and the corporate consultation processes used to support key decisions taken by Council and the Executive.
- provide the opportunity for residents to feedback on matters considered by Scrutiny, which can inform the development of future work programmes also
- explore further use of co-option, where considered appropriate, as a means of developing partner relations and participation by residents or organisations which will add value to the Council’s decision making.

***Scrutiny also has a specific role to ensure the Council is fully meeting its requirements in respect of the Well-being of Future Generations Act, referenced in more detail in Section 7 below. At its meeting on 3 September 2018, the Overview and Scrutiny Committee agreed to work alongside the office of the Future Generations Commissioner to pilot a new toolkit designed to support Members in the scrutiny of the Council’s implementation of the Act. Since that time, the toolkit initially considered by the Committee has been revised and was launched by the Commissioner’s Office [on 20 January](#).

In the meantime a Scrutiny Working Group consisting of Councillors Adams, Bonetto, Chapman, Griffiths, Hughes, Rees-Owen, Williams and Mr J Fish has been established to support the development of the Council’s WFG scrutiny processes and champion the implementation of the Act within their respective committees. The first meeting of the Group took place on 22 January. The Group was provided with detailed information in respect of the requirements of the Act following which it agreed to fully test the approach in more depth during its consideration of the Council’s preparations for the infrastructure to support Low Carbon vehicles. The next meeting of this group is scheduled for 11 March.

To ensure that the Council’s governance processes and requirements are fully compliant with Welsh Language Standards, a translation officer has been allocated to provide dedicated support to the Council Business Unit.

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3. Do the Authority’s governance and accountability arrangements support robust and effective decision making?

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The Council’s Annual Governance Statement forms part of the certified accounts. The Statement for 2017/18 which was agreed by Audit Committee on 30 April 2018 concluded that *“the Council’s governance arrangements were fit for purpose and publicly demonstrated how the Council’s work and resources have contributed to the delivery of Corporate Plan priorities and outcomes”*

1. Sound arrangements to support elected Councillors and Officers in the effective discharge of their responsibilities and also in maintaining high standards of conduct when undertaking business on behalf of the Council;
2. Processes in place to up-date governance related documents, such as the ‘Anti-fraud, Bribery and Corruption Strategy’ and ‘Whistle-blowing’ arrangements, raise awareness of these documents within the Council and also publicly reporting on the Council’s performance in such areas;
3. An open approach to engaging with stakeholders and planning and delivering services, a number of which being in partnership with others;
4. Clear arrangements for decision making that were: supported by robust service management, financial management and scrutiny arrangements; informed by consultation feedback where appropriate; and tested against the requirements of the Well-being of Future Generations Act;
5. The continued reporting of understandable priorities and ambition, as set out in the Council’s Corporate Plan, with progress reports demonstrating generally improving outcomes and performance at the same time as maintaining financial stability;
6. Regular reporting of the Council’s performance, with examples of ‘exceptions’ being reviewed and challenged by Scrutiny Committees;
7. A medium term approach to financial planning that helped inform strategic decision making and prioritisation of resources through on-going public sector austerity; and
8. The Council having a track record of implementing Annual Governance Statement recommendations in previous years.

Notwithstanding this positive position, the assessment also identified where the Council’s current arrangements could be strengthened, i.e,

- the Council should bring together all its governance arrangements within a local code of governance, following review and approval by elected Councillors
- Undertake engagement within the Council to assess the level of awareness and understanding of the Whistle-blowing Policy, Anti-fraud, Bribery and Corruption Strategy, Gifts and Hospitality Policy and induction arrangements.
- Introduce arrangements to enable regular complaint analysis to be provided to Services in respect of Comments, compliments and complaints (non-social services)

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- Draft Corporate Plan priority action plans for 2018/19 should be subject to pre-scrutiny to assess, amongst other things, the basis of performance indicator targets and whether the actions included will help to deliver defined outcomes.
- In view of the limited level of training feedback provided following training and development activities, engage with attendees to identify alternative methods of obtaining feedback to ensure that training resources provide maximum benefit.
- Review the Council’s Risk Management Strategy document to assess whether it remains fit for purpose. Where revisions are deemed required, these should be reported to elected Councillors for review and sign off before being re-published.
- Review, and where required, update the Council’s Financial Procedure Rules and report revisions to elected Councillors for consideration / approval
- To increase the prominence/awareness of the Annual Governance Statement, This is now a stand-alone document on the Council’s website.

Work to strengthen these areas is continuing. An update of progress was provided to Audit Committee on 17 December 2018. The Council is continuing to strengthen its approach to responding to Regulatory Reports. This was recognised by the Audit Committee in October 2017 when it noted that *“the Council’s arrangements to monitor the implementation of proposals for improvement made by the Wales Audit Office are adequate and to support further improvement in this area, that progress up dates are included within scrutiny committee papers”*.

The most recent report to Scrutiny Committee which included Regulatory reports was on 22 October 2018. Coincidentally this report included the WAO ‘Fit for Future’ findings in respect of Scrutiny. These reports were subsequently reported to Audit Committee in December 2018. However, there is more to do to fully embed this approach to ensure that all relevant reports are identified at an earlier stage, particularly where the Council is involved in partnership working, so that more timely responses are available to elected Members. Since that time the Wales Audit Office has issued a national discussion paper [‘Six themes to help make scrutiny ‘Fit for the Future’](#)’. Work is currently taking place to ensure that our processes reflect any new findings that are relevant to RCT.

3.6 Does the engagement that the Authority has with its stakeholders

There are clear examples of where residents’ views have recently informed policy changes. These include

- Informing the Budget Setting process and Council Tax increase for 2019/20.
- Informing the new Town Centre Strategy for Porth as well as the relocation of the Day Centre to a new community hub. The strategy was subsequently approved by [Cabinet on 24 January 2019](#) and further engagement is taking place to undertake a

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3. Do the Authority’s governance and accountability arrangements support robust and effective decision making?

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support real
accountability?

further engagement exercise with the service users of Alec Jones Day Centre to identify and put in place the necessary arrangements for alternative hot meal provision.

- Development of new Community Hubs in Ferndale and Mountain Ash to meet the needs of the residents of these communities
- The introduction of Public Spaces Protection Orders (PSPOs) for Alcohol in Pontypridd and Aberdare, the proposals for which were supported by residents and were introduced following approval at [Cabinet on 19 April 2018](#).

In 2018 the Council undertook its biennial engagement events with all residents. We engaged with over 400 people during the events. This provides our residents with the opportunity talk to Council officers directly and give their views on a number of issues that affect them and the services they experience. The results of this engagement provide the Council with valuable information to inform and shape and improve its services as well as track progress in the delivery of its priorities. These events are all face to face discussions and are now a key part of our involvement process, allowing us to reach people who would not traditionally take part in consultations and surveys. Their views are fed back to Managers for consideration and action. Any complaints or queries that are raised as part of the discussions are addressed at the time or where this isn’t possible, queries are subsequently raised with the relevant officer.

There are a number of forums and groups that the Council supports and regularly engages with, including;

- RCT wide Youth forum, chaired by Cabinet Member Cllr Tina Leyshon. The Forum has developed a number of sub-groups dealing with issues that affect young people, e.g. Mental Health.
- Older Persons Forum. Through this forum we can engage with over 500 older people through their networks.
- Disability Forum, chaired by Deputy Leader Cllr. Webber.

There continue to be many opportunities for residents to contact and meet with Councillors at various events which are held within communities, they can also engage through social media channels e.g. Facebook and twitter

We are continuing to develop our approach to ensure that our consultations reflect the population of our communities and to find out how our Service Change proposals will impact on people, particularly those with any of the 9 [Protected Characteristics](#) as set out in the Equality Act 2010. Through this approach we are able to collect relevant equalities data. This is achieved by including a question about the proposal’s impacts upon people with protected characteristics and how service changes may impact upon a

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<p>3. Do the Authority’s governance and accountability arrangements support robust and effective decision making? The Council is continuing to strengthen the governance accountability and scrutiny arrangements so that they support service delivery and improvement. There are many strands to the work described below ranging from improved access to information and training, stronger clearer accountability and scrutiny. The Council is now seeing the clear improvements and the impact of the arrangements put in place over the last three years.</p>	
	<p>person because of their personal circumstances. A similar approach has been developed in respect of the requirements of the Welsh Language Act.</p> <p>We continue to strive to engage with as many people as possible, including in the seldom seen/heard communities, although we know there remains more to do.</p> <p>The staff consultation and engagement approach described in more detail in section 4 is developing, strengthening and continuing to encourage more staff to have their say. The staff survey approach is continuing on line and also through the direct survey approach from HR. Staff also have more general opportunities to contribute ideas and views about the Council directly to the Chief Executive through the Chief Executive’s drop in sessions and Managers can also use the Joint planning sessions of the Cabinet Members and Senior Officers, either submitting issues for consideration on the agenda and/or by contributing to the discussions and debate in the topics within the sessions.</p> <p>Staff directly involved and/or affected by Service Change proposals have the opportunity to engage and respond directly in discussions with Managers and Trades Unions as part of the Management of Change arrangements. Staff are also contacted by email as part of Service Change proposals, a recent example of this is the Residential Homes and Day Care Services consultation and the Budget Strategy for 2019/20.</p>
<p>3.7 Does the Authority ensure that effective governance and accountability is maintained when the Authority delivers services through</p>	<p>The Council delegates/delivers a number of key services through other external entities. These include the following:</p> <ul style="list-style-type: none"> • Joint Committees – Cardiff Capital Region Regional Cabinet ‘City Deal’, Central South Education Consortium, Llwydcoed Crematorium, Coychurch Crematorium; • 100% owned companies – Cynon Valley Waste Disposal Company Limited trading as Amgen Cymru • Joint Ventures – associate companies – ‘Red Start’ the Capita Engineering Joint Venture in partnership with Bridgend and Merthyr CB Councils. • CSC Foundry Limited, a company owned by the 10 City Deal Councils that is developing the Compound Semi Conductor Foundry in Newport <p>In respect of these external organisations, robust governance arrangements are in place to protect the Council’s interests. The Council has a full understanding of the financial commitments, risks and rewards of these organisations and there are effective arrangements in place to ensure they deliver the specified service.</p>

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companies, trusts or other external entities?

In respect of AMGEN Cymru, CCS Foundry Ltd and the Capita Joint Venture, the Council has appointed directors/a representative and these directors are clear of their roles and responsibilities both to the Council and their fiduciary duties to the company in which they have been appointed as a director, as a result of their Council employment.

Potential Areas for Improvement 2018

1. Continue to strengthen the governance arrangements to ensure that they better inform and facilitate challenge, support, scrutiny and pre scrutiny at all levels across the Council, as described below.
2. Continue to strengthen the arrangements to identify and meet the Personal Development needs of elected Members.
3. Continue to strengthen the Scrutiny function, focusing on the impact of the decisions made and doing more to try to engage and bring Scrutiny and residents together. This will help to facilitate a more focussed Scrutiny Annual Report.
4. Establish the lessons learnt from the application of the WFG Act in the Scrutiny Working Group pilot and consider how they can shape the Council’s approach to Scrutiny.
5. Continue to support and enable elected Members to increase the use of technology to more effectively manage and scrutinise the Council’s business through the use of appropriate equipment and making positive progress on the implementation of Modern.Gov software.
6. Continue to identify all strands of customer and resident feedback coming into the Council so that it can be co ordinated, analysed and made available to better inform service planning and improvement.
7. Ensure a smooth transition from Merthyr Tydfil CBC to RCT in respect of the arrangements to Chair of the Joint Overview and Scrutiny of the Cwm Taf PSB.
8. Prepare for the 2019 Council’s Charter review of Member Development.
9. Continue to strengthen the support to Members as part of the new Council Business support function, including implementing the actions agreed in the Council’s response to the ‘Fit for the Future’ Review, and the subsequent national report.

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4. Is the Authority managing its resources effectively to deliver its planned improvements in performance and outcomes?

The Council is continuing to manage its resources in ways that enable it continue to deliver its planned improvements and outcomes and also meet its statutory obligations, in the context of continuing reductions in funding. It is also working with other partners to further improve the outcomes for the people and communities of RCT.

Response to Areas for improvement 2017. The Council has

1. implemented the RCT Workforce Plan considered by Cabinet in February 2018.
2. continued to ensure that PDR and other management capacity building schemes in place are contributing to organisational effectiveness/improvements in service delivery with a particular focus on leadership and accountability.
3. progressed the roll out of PDRs to GR11 to 14 and continued the programme for GR15 and above.
4. put in place a dedicated Attendance Management Team to strengthen staff absence management and target pockets of continued staff absence.
5. continued to monitor and evaluate the implementation of Agile Working across the Council to ensure there is a positive impact on organisational effectiveness, service delivery and office accommodation and also individual staff well-being.
6. continued with a programme of engagement with staff through regular surveys and opportunities to speak directly to the Chief Executive during scheduled drop in sessions in locations across the County Borough.
7. reduced office accommodation and already exceeded the target of 20% reduction by 2020. This will enable the Council to make better use of its resources
8. acquired the 'Occypeye' system in order to inform decisions that will improve workspace utilisation and reduce costs.
9. continued to pursue solution to get all RCTCBC's water accounts into the SystemsLink Energy Management system.
10. started to monitor the impact of new schools on educational attainment so that good practice can be captured and lessons learnt.
11. continued to implement the new Digital Strategy, transformation and efficiency and development.
12. progressed the implementation of the Information Management arrangements including the development of the Information Strategy and roll out of the Council's GDPR arrangements.
13. continued to implement ICT infrastructure improvements to support the delivery of business efficiencies, service transformation and improvements including paperless meetings.

4.1 Are Council services continuing to deliver their statutory obligations and improvement objectives with fewer resources?

By carefully managing finances and focusing its resources, the Council continues to manage and improve services and meet its statutory obligations despite the challenges presented by austerity. In 2017/18 the Council achieved efficiency savings of £6.584M as part of the Medium Term Service Planning arrangements. The Council has continued to allocate resources and one-off investment funding in line with its Corporate priorities and this has supported a generally improving trend in the performance of services. At the same time, the Council has continued to implement savings plans to enable it to consistently deliver balanced revenue budgets and ensure that any changes/reductions to frontline services are only agreed further to all efficiency options being exhausted and in line with laid down requirements e.g. business cases and public consultation and equality impact assessments where deemed required.

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The Council is continuing to manage its resources in ways that enable it continue to deliver its planned improvements and outcomes and also meet its statutory obligations, in the context of continuing reductions in funding. It is also working with other partners to further improve the outcomes for the people and communities of RCT.

This is evidenced by

Continuing to deliver balanced revenue budgets during a period of ongoing reductions in funding. Below are the annual ‘budget gap¹’ and year end underspends delivered:

- 2015/16 – £16.4M budget gap and year end underspend of £0.219M
- 2016/17-- £14.3M budget gap
- 2017/18 – £13.818M budget gap and year end underspend of £0.0M
- 2018/19 – a budget gap of £9.834M (at the provisional Local Govt settlement) – the projected full year financial position (forecasted at 30 September 2018) is a £1.286M overspend (note: this position does not take account of an additional £10M of one-off funding announced by Welsh Government to support sustainable social services across Wales – the relevant apportionment to RCT will be incorporated into future financial updates during the year).

In parallel with the above, the Council has maintained general reserve balances in line with its Section 151 Officer’s determination of the minimum level required. For the latest audited financial year (i.e. 2017/18), the general reserve balances were £10.720M (with the S 151 officer’s view that £10M should be the minimum level required).

Keeping Council Tax increases to a reasonable level. Over the past 3 years the Council Tax increases² have been

- 2016/17 – RCT increase 2.75% / All Wales Average = 3.63%
- 2017/18 – RCT increase 2.25% / All Wales Average = 3.04%
- 2018/19 – RCT increase 3.6% / All Wales Average =probably 6%+- *to be confirmed*

Continuing to embed Medium Term Financial Planning (MTFP) arrangements

The Medium Term Financial Plan has been refreshed. The new MTFP from 2018/19 to 2021/22 was considered by [Cabinet in July 2018](#) and provided an update on the Medium Term Financial Planning assumptions to elected Members in advance of the detailed budget strategy work in the Autumn.

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¹ Annual ‘budget gaps’ based on provisional settlement information

² Council tax increases – average Band D equivalent increase (Stats Wales)

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Identifying savings early

The MTFP arrangements have supported the early identification/delivery of in-year savings. These in-year savings together with the release of other resources (e.g. earmark reserves) has enabled over £53M of additional investment in Corporate Plan priority areas since October 2015 (this being over and above the normal capital programme allocations). The latest round of additional investment was approved by Council on [24 October 2018](#), amounting to £23.550M, and covered the following areas:

Investment Area	Estimated Spend £M
Extracare	2.000
MBU / Traffic Management	0.300
Parks and Green Spaces	0.200
Strategic Regeneration Investment	1.000
A4119 Dualling	1.500
Llanharan Bypass	0.500
Community Hubs	0.250
Treorchy Link Road	0.200
Aberdare Bypass	1.000
Robertstown and Coedely (Match Funding)	4.200
Highways Investment (to 2021)	12.000
Bryn Pica Eco Park	0.200
Community Enabling Fund	0.100
Total Investment	23.450

Delivering the [Council's Corporate Plan](#)

Since its implementation in 2016, the Council has assessed its performance against the priority areas on a quarterly basis as part of the [performance monitoring reports to Cabinet](#), and annually as part of the Corporate Performance Report. The latest annual [Corporate Performance Report](#) agreed by Council on 25 July 2018 sets out a continually improving picture of performance despite on-going the reductions in funding

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4. Is the Authority managing its resources effectively to deliver its planned improvements in performance and outcomes?

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Keeping the Corporate Plan alive and relevant.

Recognising that the impact of austerity and increasing financial pressures mean the Council must consider how services are delivered. Supporting work streams were agreed by Cabinet on 21 [September 2017](#), and subsequently supported by residents as part of the 2018/19 revenue budget setting arrangements in [February 2018](#).

1. **Digitisation** - so that customers can access more of our services online and also helping to increase access to technology for people and communities. *Overall progress has been positive, this is described in more detail on section 4.4 below.*
2. **Commercialisation** - so that the Council takes more opportunities to act as a business to earn income rather than cut budgets, *e.g. renting out properties and building industrial units for rent.*
3. **Early Intervention and Prevention** - so that we spend more on stopping problems and less on trying to fix them once they have happened. *The Key areas of focus are Resilient Families; Early Years Co-Construction Project; Children First & Community Hubs/Zones and Funding Flexibilities Pathfinder.*
4. **Independence** - so that our vulnerable residents stay as well as they can for as long as they can, *e.g. through our Stay Well@home service which won the 'working seamlessly across organisations' category in the [NHS Wales awards 2018](#)*
5. **Efficient and Effective Organisation** - so that we challenge everything we do to see if we can do it better, *e.g. centralising administration functions into a generic hub in Ty Elai to better support the services at the site and deliver an efficiency.*

Compliance with legal duties

In the delivery of its Financial and Corporate Planning arrangements, the Council has continued to comply with its corporate financial and performance related duties i.e. an unqualified audit opinion on its Statement of Accounts and positive progress in meeting earlier timescales for the closure and audit of the Council's accounts, and meeting the requirements of the Wales Programme for Improvement and Well-being of Future Generations Act.

The Council received a better than expected Provisional Local Government settlement from Welsh Government for 2019/20, announced by the Cabinet Secretary for Local Government and Public Services on 9 October 2018. Following this announcement on [16 October Cabinet](#) considered a report that set out the service implications arising from the provisional settlement, the significant challenge faced by the Council in preparing a balanced budget for 2019/20 and identifying a budget gap for 2019/20 of **£5.920M**.

The final Local Government settlement was received on the 19 December 2018 and the Council is currently assessing the implications of this. An update will be reported to Cabinet in early 2019. Due to on-going public sector austerity alongside rising prices and demand for council services, there will be the continued need to identify and deliver further budget savings. The Council has identified that not having a strategy that delivers

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<p>4. Is the Authority managing its resources effectively to deliver its planned improvements in performance and outcomes?</p> <p>The Council is continuing to manage its resources in ways that enable it continue to deliver its planned improvements and outcomes and also meet its statutory obligations, in the context of continuing reductions in funding. It is also working with other partners to further improve the outcomes for the people and communities of RCT.</p>	
	<p>long term financial stability and sustainability is a significant risk and this has been recognised within the Council’s risk arrangements (Risk 1). The latest update included in Q3 as part of the Council’s quarterly performance monitoring arrangements indicate that the Council is taking positive steps to manage this risk, however the risk rating remains high.</p>
<p>4.2 Does the Council have effective arrangements in place to manage and utilise its workforce?</p>	<p>The Council set out a clear strategic vision for managing people in the Human Resources Strategy 2017/22. The strategy aligns to the Council’s Corporate Plan and sets out how the Council will ensure it</p> <ul style="list-style-type: none"> • recruits and retains the best possible employees in the labour market and develops staff in order for the workforce to fulfil its potential by having the required skills, • develops resilience and capability to meet future challenges and opportunities <p>Since that time the Council has put in place a Workforce Plan. The Workforce Plan was considered by Cabinet in February 2018. Cabinet also agreed the Plan’s five delivery aims:</p> <ul style="list-style-type: none"> • Developing a flexible and agile workforce that shares organisational knowledge. • Recruiting and retaining the best talent to create a diverse workforce. • Leadership and management development. • Enabling a high performing, engaged and committed workforce. • Supporting health and wellbeing to maximise attendance. <p>These key themes have been used to inform the direction of the HR Service and are aligned with the HR Strategy. The key areas for action will continue to inform HR’s work and development programmes as well as the 2019 HR Delivery Plan.</p> <p>A skilled, well equipped and agile workforce is essential if the Council is to deliver its priorities and this is clearly referenced in the Corporate Plan and there is demonstrated throughout this Corporate Assessment. Workforce Planning has also been identified as one of the seven areas of change within the Well-being of Future Generations Act. Our progress to date is evidence of how the Council’s approach to the workforce is meeting the requirements of the Act and it will continue to review and improve its arrangements so that our customers get the best possible services from the best possible staff.</p>

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As part of the support to Public Bodies, the Future Generations Commissioner has recently published 80 Simple Changes for Public Bodies to implement. This includes numerous HR related changes including *“Taking stock of Mental Health in your workplace”* and *“Maximise potential for apprenticeships in your organisation”*. Many of the changes identified by the Commissioner are already in place across the Council, others are not simple. The extent to which the Council is implementing the Well-being of Future Generations Act, including the approach to the ‘80 Simple Changes’ is reference in more detail in section 7 below.

The ‘Risk based assessment of the Council’s Corporate Arrangements’ reported to Council in June 2017, contained one proposal for improvement i.e. *“The Council should record explicitly the potential risk of insufficient capacity within the HR Division to support the Council implement its change agenda on the corporate risk register and the HR Delivery Plan 2017/18. Since then HR has continued to review its workforce capacity and arrangements in order to mitigate the risk of insufficient capacity.*

A new risk in respect of the wider workforce development was included in the Council’s Strategic Risk Register reported to Cabinet in Quarter 1 2017/18 (Risk 18) i.e. *If the Council does not develop and invest in its staff, transforming the way it delivers its services to meet future demographic and financial pressures will be more difficult. It will also have an adverse impact on the retention and recruitment of staff.* Since then, actions to mitigate this risk have been included in the HR Delivery Plan and progress has been to further develop and invest in staff. Progress in respect of risk mitigation is also monitored as part of the [Strategic Risk Register update](#) within the Council’s quarterly Performance Reports to Cabinet.

Actions identified to mitigate this risk and to support workforce development and attendance management include

- Continuing Graduate/Apprenticeships programme
- Increase in staff training/development
- Publication of Compendium of training opportunities
- Continued programme of Personal Development Reviews for GR 15 and above
- Rolling out a programme of Personal Development Reviews GR11 – 14 from Oct 2018
- Continuing to focus on improving attendance with a particular focus on mental health. 320 managers have received training since September 2018. The potential of extending and developing this in the future is being considered.
- Putting in place an employee Well-being event for January 2019, which aims to educate employees to make positive choices around their own health and well-being. To maximise attendance employees will be allowed an hour to attend.
- Reviewing the ‘people’ implications arising from implementation of agile working arrangements.
- Continuing to work in targeted service areas to reduce high levels of sickness absence

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4. Is the Authority managing its resources effectively to deliver its planned improvements in performance and outcomes?

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Health and Safety risks

Incident and accident data from across the Council together with information from other reliable information sources such as the HSE, continues to identify both current and emerging trends in respect of Health and Safety Risks. Following the identification of risk, action is taken and strategies are developed agreed and implemented in line with appropriate consultation, management and governance arrangements to mitigate the risks.

Automatic External Defibrillators (AEDs).

Whilst there is no statutory duty for the Council to provide AEDs, it is recognised that the chances of surviving a cardiac arrest are significantly increased when an AED is used. AED have been provided at its key locations on a priority risk basis.

This currently includes

- all RCT Leisure centres
- Ty Elai, Williamstown
- Sardis House, Pontypridd.
- Ty Bronwydd, Porth.
- The Pavilions, Clydach Vale
- Ty Glantaf, Treforest
- Dinas Depot, Dinas
- Aberdare Library
- Treorchy Library
- Ty Trevithick, Abercynon

More than 50 staff have been trained in the use of the AEDs. This means that should a member of staff, a resident of or visitor to RCT have a cardiac arrest in or near one of the above premises, with staff trained in the use of AEDs, their chances of survival will be greatly increased.

In 2018/19 another 11 AEDs have been purchased and will be located in appropriate Council premises, including all libraries, unless there is already a Public Access AED within close proximity.

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Hand Arm Vibration Syndrome Audit

An audit to establish the adequacy and effectiveness of the Council’s management of hand arm vibration has recently been completed. This was a Council wide audit which included a number of service areas i.e. Streetcare, Highways, Parks and Countryside, Fleet and Bereavement Services. The objectives of the Audit were to ensure that:

- risks from exposure to vibration are assessed and practical controls have been introduced;
- management systems and practical controls are in place and reviewed on a regular basis;
- individual exposure to vibration is monitored (where required) and excessive exposure is identified and reduced to a level as low as is reasonably practicable;
- consideration is given at procurement stage to vibration reduction and there is appropriate maintenance of tools and equipment;
- there is information, instruction and training provided to staff; and
- health surveillance is provided (where required).

The findings from the Audit are currently being reviewed. Once complete, any remedial actions will form part of the HR work programme and any areas of good practice will be shared across Council services.

The HR model in place continues to be a centralised HR function that is currently located across three sites .

To further support the management of staff absence, in 2018 a dedicated Team was identified from existing resources to target areas with high levels of absence across services. The Absence Management Team (AMT) undertook environmental assessments to ascertain the reasons for the high levels of absence. The team has sought engagement from both managers and staff to effect and sustain a reduction in sickness absence, and a positive impact has been made.

Following the intervention and support of the AMT

- there is evidence of reduced levels of sickness absence levels in the targeted ‘Heat Spot’ areas, e.g.
 - Adult Residential establishments. Reductions in the staff absence in the two months the Team were in place ranged from 3.18% to 4.59%
 - Oasis Centre –there was no sickness absence at all during June and October 2018 following the intervention of the Team.
 - Independent Living – The level sickness absence fell from 12.73% to 4.49%
- early signs are that reduced absence levels in the areas the AMT has been in place are being sustained but this will be kept under review.

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- staff are engaged in the absence management process
- stronger relationships have been built between managers and staff
- specific support has been provided to staff as a result of more in depth understanding of the reasons for high absence levels in Heat Spot areas.
- bespoke guidance and recommendations issue to Managers in Heat Spot areas, based on project work carried out by the AMT.
- key issues experienced by managers and staff in respect of the Absence Management process have been identified.

As well as the HR function provided within RCT, HR also continues to provide certain functions on behalf of Merthyr Council. These are the

- delivery of apprenticeship programmes
- Occupational Health Service
- provision of learning and development activities.

An SLA continues to be in place with the Central South Consortium (CSC), which is the Education School Support for Bridgend, Cardiff, Merthyr, RCT and Vale of Glamorgan Councils. RCT delivers the operational HR arrangements via the SLA to support CSC. RCT also leads HR officers from the four other Councils in the CSC, in the development of common school based employment policies across the region's 400+ schools. This group continues to be charged with reviewing working processes and case management across the region and identifying the HR capacity to support the school improvement agenda. The Director of HR continues to sit on the Consortium's Education Directors group meetings that meet monthly with the Managing Director of CSC to discuss education school support issues across the Consortium area.

SLA arrangements continue to be in place for HR to provide both an advisory and transactional service to all RCT schools including voluntary and faith schools. Positive feedback continues to be received from Headteachers and Governors in respect of these services. The evidence shows that the service is valued and has been identified as a model of effective service delivery within the Central South Consortium. Previously and at the request of Bridgend Council and its schools, since September 2016, RCT assumed the line management of Bridgend Council's HR staff and is providing school advisory support to Bridgend schools. This arrangement continues to be effective.

Other partnerships arrangements to which HR is contributing are:

- Cwm Taf Public Services Board
- Cardiff City Region Deal

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HR policies and plans to maximise staff capacity and capability are developed and reviewed on a regular basis, many of which are referenced above. All HR policies are regularly reviewed in line with changes in legislation and/or with emerging case law. As part of this review all HR policies have now been translated into Welsh in order to meet the requirements of the Welsh Language Standards. A 'Carer's Policy' is in development and a 'Menopause Guide' will be discussed with Trade Union (TU) representatives prior to consideration by SLT. New policies are currently being developed relating to staff induction, management of apprentices together with a revised training and development policy. TUs will continue to be involved in new policy development. The impact of HR policy implementation is part of the work programme, e.g. the people aspects of the implementation of 'Agile Working'.

Addressing workforce capacity, as described above, continues to be a key theme for HR. Apprenticeship and graduate programmes continue to assist in addressing workforce planning gaps. In 2017, a considered approach to building capacity in specific areas including Civil Engineering, ICT, Accountancy, Leisure, Corporate Estates proving to have a positive impact as the use of graduate and apprenticeship posts has enabled services to address recruitment into hard to fill posts. The use of these developmental programmes enables the post holders to develop in line with the requirements of the roles and the succession planning needs of the service areas. A new project to introduce supported internships was agreed by Senior Leadership Team in November. The programme will begin in 2019. The aim of the programme is to encourage further diversity in the workforce

The strengthening of individual and organisational performance management, the increased focus on leadership and accountability and the continuing support and challenge arrangements continues to identify the leadership and management training needs. The alignment of the PDR process in the delivery of Corporate Priorities is strengthening as the process becomes more embedded. The Learning and Development outcomes from the PDR processes for GR11 and above will inform and shape future management development programmes. In addition a Manager's induction pilot has been launched which aims to provide new managers with additional support during their early months in the role. The Managers induction is part of a review of the whole induction process which has resulted in a new draft induction policy and revised corporate induction approach. The pilot programme, which has been launched to 46 managers, combines a blended approach of e-learning, self guided learning and face to face sessions.

Core Manager briefings continue on a six monthly basis to ensure that key information is cascaded to the middle management tier, with 718 managers attending. The briefings are used as a vehicle to provide key information in relation to people management issues together with wider policy issues. e.g. GDPR, Sickness Absence, Staff Consultation feedback, Work Experience, Armed Forces Covenant, Staff Benefits and Staff Networks. The briefings are supported, where necessary, with mandatory e-learning produced by HR and deployed via the RCTSource.

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HR continues to maintain effective and constructive relationships with Trades Unions. One of the ways this is achieved is through monthly meetings between HR and RCT TU representatives. At a Consortium level, meetings continue to take place with all recognised unions, teaching and support staff, and this regional interaction is used as the conduit to develop the school based employment policies. Other areas where HR works in partnership with TU colleagues, include TUs providing support and assistance in the staff consultation exercises, their attendance at all core manager briefing sessions and their sponsorship of the annual recognition event for Apprentices.

In other aspects of our HR arrangements, there continues to be numerous policies and procedures in place which seek to maximise individual capability and capacity, e.g., Health and Safety, Capability, Secondment and Health and Safety policies, the Strategic Equality Plan, Workforce Development Strategy, Disciplinary and Grievance procedures. Work to establish the extent to which these policies and strategies are utilised by Managers to maximise service capacity and staff capability, is in its early stages.

Staff benefits continue be made available to RCT staff. During 2018, 3 staff have accessed a Car Purchase Scheme, 362 Phones and Technology purchase with 90 staff accessing the Cycle to Work Scheme. Also 280 staff have been able to benefit from the purchase of additional leave. A new financial management scheme was introduced in December 2018. This scheme focuses on financial well-being. The Council recognises the impact financial worries can have on its staff and will be working with a leading UK based financial wellbeing company to provide access to a range of tools and services to help staff improve financial wellbeing

HR continues to use ICT systems to enable managers to manage by: accessing information, e.g. RCT Source; providing inbuilt compliance with policies e.g. payroll system; and providing training e.g. e-learning. The use of e-learning to support face to face training and core manager briefings has expanded to meet demand and to support efficiencies and effectiveness of the training. For example the delivery of staff and managers inductions is highly dependent on this method. The RCT Source was also used to manage the 'Know your Numbers' and flu campaigns this year to reduce administrative burden. The Cohort System which supports the Council's Occupational Health function has recently been upgraded in order to lead to direct manager referral through the system.

There have been technical delays in relation to the review of the Vision System. As a result, the Project Board concluded that a hosted route to improve reliance and better support the new cloud technology should be progressed. Implementation of the solution is likely to be in the summer of 2019, subject to all the necessary key milestones being signed-off.

Staff engagement remains a key priority for the Council with results being fed back to SLT and forming separate areas of work where applicable both within and outside of HR.

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<p>4. Is the Authority managing its resources effectively to deliver its planned improvements in performance and outcomes?</p> <p>The Council is continuing to manage its resources in ways that enable it continue to deliver its planned improvements and outcomes and also meet its statutory obligations, in the context of continuing reductions in funding. It is also working with other partners to further improve the outcomes for the people and communities of RCT.</p>	
	<p>The first consultation raised the lack of awareness of staff networks in place within the Council. The Managers briefings were used as a vehicle to provide a presentation to managers on the range of networks in place, their purpose, benefit to staff and how to join the networks.</p> <p>Two staff Consultations have been held during 2018 seeking responses to questions in respect of Equality and Diversity and Continuous Improvement.</p> <p>Joint planning meetings of Cabinet and Chief Officers (GR15 and above) continue to be held quarterly, with the next meeting scheduled for January 2019. Managers’ briefings for the middle management tier, @600 managers, which raise awareness of relevant core Council issues continue to be held twice yearly as indicated above.</p>
<p>4.3 Do the Authority’s asset management arrangements support robust and effective decision making and improvement?</p>	<p>The Council’s vision and direction as set out in the Corporate Plan continues to shape and focus the Asset Management arrangements. The focus on reducing office accommodation, and other ways of making best use of Council buildings by increased agile working and sharing accommodation with other public sector bodies, where it makes sense to do so. Asset Management has also been identified as one of the seven areas of change within the Well-being of Future Generations Act. Our progress to date is evidence of how the Council’s approach to its Assets is meeting the requirements of the Act and the Council will continue to review and improve its arrangements.</p> <p>We are making positive progress in respect of reducing the office accommodation footprint. The target of a 20% reduction by 2020 has been exceeded ahead of schedule. As at Qtr 2 18/19, the total reduction of office floor space reached 21.53%. It is projected that the reduction will reach 24.66% by the end of the 2018/19 financial year.</p> <p>During the last 12 months, as part of the Accommodation Strategy, the Legal Property And Estates Team has managed :</p> <ul style="list-style-type: none"> • the sale of the Heddfan Base Main building at Treforest with a resulting capital receipt of £605,000, • the sale of Ashfield House Tylorstown with a resulting capital receipt of £48,000, • the lease of the Valleys Innovation Centre at a market rent • the lease of Ty Dysgu, Nantgarw at a market rent <p>The potential lease of Mountain Ash Town Hall to a third sector organisation did not materialise and the building is currently being actively marketed for disposal.</p>

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The Corporate Asset Management Plan 2018-2023 (CAMP) was approved by Cabinet on 21 November and presented to the Finance and Performance Scrutiny Committee on 11 December. The (CAMP) contains key work streams, builds on existing key themes, including asset rationalisation and the 21st Century School programme and introduces emerging areas such as Community Hubs and Town Centre regeneration. An update on the progress of the CAMP's key themes will be presented to Cabinet twice a year.

The Council's Asset Management arrangements continue to be driven at a strategic level by political leadership and senior management. The maximisation of the Council's portfolio is key to ensuring that we make the *"best and most sustainable use of our limited and decreasing resources, always looking at alternative ways of doing things, to limit the impact on the Council taxpayer..."* as set out in the Corporate Plan.

Following an inspection in August 2018, the Legal Property Team has retained its Lexcel accreditation, (the Law Society's legal practice Quality Mark) demonstrating consistent and operationally efficient work practices, effective risk management with detailed file and case management procedures in place. These work practices, adopted by the Legal Property team, have been extended to the Estates Management Team and will be further developed during 2019/20.

There continues to be integrated working with and between Council services in order to achieve the shared goals set out in the Corporate Plan. Asset Management and ICT continue to work closely to deliver Agile Working as part of the Digital Strategy. Corporate Estates continues to support 'Agile working' as part of the Digital Strategy by identifying vacant workspace. A successful joint submission with Merthyr Tydfil CBC for Welsh Government Asset Collaboration funding resulted in the purchase of 250 sensors together with access to the software system 'Occupeye'. These sensors can be placed under desks to effectively measure desk usage. The data collected through the 'Occupeye' units has been used to inform decisions on the number of desks required by a service area. A second joint funding application to the Welsh Government Asset Collaboration Fund has been successful and will enable the purchase of additional 'Occupeye' sensors. The additional sensors will accelerate the process in partner organisations. In the future, where appropriate, information collated through the sensors will upload into the Welsh Government's proprietary electronic data management system (EPims lite), and available space within the RCT portfolio will be made available to Public Sector partners. Making information available on vacant office space is a way of facilitating better use of public assets.

Following the successful introduction of a pilot Service Property Portfolio Working Group with Leisure Services, an Education Service Property Portfolio Working Group has been setup. This allows proactive management of service property portfolios, pre-empting possible issues, for example with leases, and allowing effective management and understanding of the property portfolios. Regular meetings are scheduled between services and dedicated Estates and Legal officers to ensure effective collaboration and communication.

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The identification, marketing and disposal of surplus or underutilised property continues to be a priority. A schedule of surplus land and buildings is collated and regularly monitored and updated. As the receipts are dependent on market and economic factors it is recognised that not all sites identified for disposal at the beginning of the financial year will be sold. This year a traffic light monitoring system has been introduced to improve and inform the process. This system identifies the properties that are unlikely to be disposed of as initially expected and likely capital receipt figures are adjusted accordingly. The adjusted capital receipts generated figure for 2018/19 is £4.8M. This figure was less than the £9M anticipated at the beginning of the year due to market conditions.

During 2018, to improve the Service Asset Management Plans (SAMPs) process, property portfolio meetings were held with Directors, Service Directors and Heads of Service to discuss property related requirements and issues. The meetings were well received and identified common themes such as file storage, agile working to support improved services and co-location of services. This information was then used to inform the revised CAMP. A similar process will commence in January 2019 to update Service Asset Management Plans (SAMPs).

‘RCT Together’ supports community groups by working with communities and partner agencies to sustain delivery of services by providing a collaborative approach in coordinating support and guidance to those groups interested in taking responsibility for managing local assets by way of a Community Asset Transfer.

One example of community asset transfer through the ‘RCT Together’ process is the transfer of Penrhiwceiber Padding Pool to the Lee Gardens Pool Committee. This Committee supported by the Council, community and businesses and boosted by grant funding, has been able to develop a year-long programme of engagement and development opportunities at the former paddling pool site. The group has levered in excess of £80k of grant funding and in-kind support delivering volunteering opportunities, which engage residents of all ages. The well-being impact of this project has been positive as demonstrated in the review of the Fit and Fed Programme run in the Summer of 2018. This project actively demonstrates where the Council is actively *‘Working with those who already have community links to develop new projects’*. This work predates the simple changes within the FG Commissioner’s Art of the Possible - 80 Simple Changes, which has been suggested as a contribution to the seven national Well-being goals, in particular a Wales of cohesive communities’.

During 2018/19, the functional responsibility for ‘RCT Together’ was transferred to Public Health and Protection. This has brought about a change of direction for the ‘RCT Together’ Strategy. The new approach, approved by Cabinet on 21 November refocuses the direction of ‘RCT Together’. It concentrates on ensuring that only those Community Asset Transfers that align strategically with the development of the Community Hubs/Neighbourhood Network models and/or the Council’s strategic priorities identified in the Council’s Corporate Plan or the Cwm Taf Well-being Plan will be progressed.

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As at November 2018, 'RCT Together' has received a total of 222 informal and 144 formal expressions of interest. To date, 24 Council assets have been successfully transferred to community organisations by way of a long-term lease or shorter-term licence. Groups currently engaged with 'RCT Together' have reported they have been able to lever in £6.18M to enhance community facilities and the local environment. This figure has been boosted by over £2.2M being awarded to two groups in RCT through the Big Lottery 'Create Your Space' Fund, which aims to enable local communities to improve their local natural environment. The 'RCT Together' team collects and monitors feedback to demonstrate the impact of the asset transfer to the community as well as providing post transfer support, when needed, to ensure the community asset transfers are sustained.

The Asset management transfers to community organisations continue to improve and strengthen local relationships and actively demonstrate the positive impact that local people can have on their communities. Many of the assets that have been transferred e.g. St Mairs Day Centre and Cynon Valley Museum continue to thrive and build community activity and involvement. Another successful transfer, the former Pentre Day Centre now Canolfan Pentre, continues to respond to [locally identified needs](#). By successfully leveraging in £91,000 of funding from Pen Y Cymoedd and Community Enabling Fund, plans are now in place to transform the dormant Pentre Paddling Pool into a Multi-Use Games Area (MUGA). Work is due to start Spring 2019. In addition to this, Canolfan Pentre has also secured, with partner support, a further £65k to provide an extension to day centre building to accommodate the growing number of support partners and residents who are benefitting from a wide range of support services. This includes Hafal Mental Well-being Outreach, National Autism Society Youth Club, Community Cafe, Parent and Toddler Group, Tai Chi, Bingo, Lunch Club; Bereavement Group, and Craft and Computer clubs.

Another recent transfer is the former Dan Murphy Day Centre in Trealaw to the [Autism Life Centre CIC](#). In September 2018, the building opened as the first permanent Autism Life Centre in RCT, working primarily with young adults, post 19. The Centre provides support to young people with high-level autism support needs by building their independent living and socialisation skills in a community setting. Other more general improvements include enhancements to Tonteg Park Tennis Courts and upgraded parking facilities on land adjacent to Clydach Lakeside Café. Seven paddling pools made operational during the Summer 2018, have also enabled residents to benefit from a wider range of accessible opportunities to learn, be active and stay healthy. In contrast, some leasehold transfers have recently been surrendered, including the former Penygawsi Nursery building on which the 'Feel Good Factory' had a tenancy on part of the building. The gym was unable to increase its membership to make the business model viable and found it difficult to compete with the Council's investment into its own gyms.

We know that there continues to be an increased demand for buildings to house childcare facilities. The Council will be focusing support to groups with an emphasis on child care alongside the development of co-located services in community hubs to maximise the use of our

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community centres. There is also demand for groups looking to rent/hire small spaces and support is being provided to look at underutilised space across Council buildings and third sector run facilities.

The Council continues to provide funding to support the asset transfer process and enhance local community capacity . The two funds below have historically been made available to support voluntary community activity, and have awarded 70 local community groups funding totalling £203,175.

- Community Action Fund – is available to community volunteers or community members to apply for up to £500 to undertake small-scale actions that benefit their local area.
- Community Enabling Fund – is available to non-profit distributing community groups who are interested in developing and delivering projects, which facilitate the transfer, and development of community based assets.

Going forward, and supporting the change in focus of ‘RCT Together’ set out above, these two funds will be combined to provide a single funding source, which will support and align itself with the Council’s developing Community Hub and Spoke and Neighbourhood Network model. These newly combined funds will continue to support groups that are going through the RCT Together Community Asset Transfer process and support local projects where they can actively contribute to addressing local priorities identified by the Council and each of the developing Community Hubs/ Neighbourhood Networks.

The Council spends approximately £1M per annum with Dwr Cymru and there are 970 buildings in the Council’s property portfolio, the majority of which have water accounts. However, historically we have not been able to establish the detail of these accounts i.e. whether they were accounts for water and waste or for water alone.

We have continued to pursue a solution to get all the Council’s water accounts into the ‘SystemsLink Energy Management System’ to ensure that payments are made through a consolidated billing system. The Council is part of a Consortium of Local Authorities in Wales’ (CLAW) trial water management Sub-Group, there has been positive progress. Following communications with Dwr Cymru, it has now provided all the Council’s water account details and meter serial numbers. We have checked and ‘cleansed’ this data which has been uploaded into ‘SystemsLink.’ This has resulted in a more accurate picture of our water accounts, and made account information easier to access.

Whilst a more accurate picture of water accounts is now in place, there is more work to do to achieve consolidated water billing. In 2017, we reported that Dwr Cymru was not in a position to progress consolidated billing owing to the significant infrastructure and system investment

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required. Discussions with Dwr Cymru regarding consolidated billing are continuing, but modifications are required within 'SystemsLink' to make this possible. We are awaiting an estimate/quotation for costs associated with an upgrade that will enable an electronic data exchange to import consolidated water bills that will also link with our creditor ledger system. This upgraded solution is expected by April 2019, but is dependent on 'SystemsLink' providing a software solution that will also be compatible with Dwr Cymru systems.

As part of the Corporate Plan's 'Economy' Priority, we continue to deliver the 21st Century Schools project, and continue to demonstrate how asset management directly supports the project. Involvement with school councils, staff, governing bodies and the local community at the beginning of proposed projects as part of the consultation process is continually evolving and improved to ensure meaningful engagement, and has in many cases led to changes and improvements to building design and use. Comprehensive information is available on the Council's website detailing progress with works. For example, details of progress of school developments in the Rhondda Valley and Tonyrefail and Cwmanan school projects are available [on the Council website](#). Consultation is currently underway in respect of the realignment of the learning support provision in RCT; reorganising the school provision in Pontypridd and Hawthorn; extending Dolau Primary School and the reorganisation of school provision in Hirwaun and Penderyn areas. The results of these consultations will inform the future provision. As part of long-term considerations, significant 'future proofing' has already been built into the 21st Century Schools project to develop learning environments fit for the 21st Century. This includes facilities for the likely future needs of pupils and communities being planned into our buildings, curriculum and staffing structures.

The Council understands that the processes of education, pupils readiness to learn and incrementally improving the experience of learning, are at the heart of our continuing support and challenge for educational environments in RCT. The 21st Century Schools programme also looks wider than Education to consider schools as community assets. Integration and facilities sharing with other services, most notably leisure, enables facilities to be used beyond the end of the traditional school day. The wider health and well-being of young people is considered in service design, for example, the introduction of family dining in schools to promote healthy eating. However, more needs to be done to ensure that young people are able to access the services they need in the most appropriate ways.

4.4 Is the Authority's approach to using technology positively

The Council has clear plans for using technology to secure continuous improvement through its Digital Strategy and its Digital Work Programme that are aligned with the Corporate Plan. These strategic drivers support and strengthen organisational and service changes. The Wales Audit Office most recent report on ICT was issued in 2016 and concluded that the Council has a clear vision for ICT which is integrated with the Council's overarching goals. This is an ambitious programme of work which has been reflected in the Council's [Strategic Risk Register](#).

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supporting Improvement?

The Corporate Plan sets out how the Council will:

- *Work in a way that makes the best and most sustainable use of our limited resources.....*
- *Invest in new IT to enable staff to work more flexibly across a range of locations, allowing them to be closer to the residents they work with*
- *Invest in its website and make it easier for residents to undertake transactions online via a mobile device – such as paying Council Tax, booking a fitness class, ordering a library book, renewing a parking permit, reporting a problem, and finding out what is going on locally.*

This was further reinforced by the inclusion of Digitalisation as one of the five transformation themes for the Council agreed by Cabinet on 28 September 2017.

The Council's Digital Strategy document, 'Digital RCT – Our 2020 Digital Vision' was agreed by Cabinet on 22 June 2017.

The Strategy sets out to deliver five key objectives through five strategic delivery strands:

Strategic Objectives	Delivery Strands
1. Develop services for our residents that fit around and complement their lives.	Digital Resident
2. Support our generation to thrive in a digital age through skills development.	Digital Skills
3. Improve our digital experience for our visitors	Digital Workplace
4. Build our digital economy to support our regeneration ambitions.	Digital Visitor
5. Develop modern working practices to improve productivity and work/life balance for our employees	Digital Business

This is underpinned by

Data & Information Management *using consistent Data and Information to improve the way we manage our business and inform future service provision,*

Delivering First Class Infrastructure, *improving the Council's underlying core ICT Infrastructure to provide a robust and resilient platform to enable business operations and our digital Improvements and*

Digital by Design *ensuring our digital ambitions are embedded across the Council.*

This approach is further reinforced by the inclusion of Digital as a work stream and the investment in digital infrastructure, as part of the Cardiff Capital Region City Deal.

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Cabinet also agreed to establish a Digital Leadership Group to:

- Champion, challenge and drive forward the Digital Strategy within the Council and through its partnership arrangements.
- Monitor progress and ensure delivery of the Digital Strategy and its performance indicators.
- Continue to update the Digital Strategy and supporting strategies to reflect best practice and changing digital trends.
- Identify any additional funding requirements to aid the delivery of this strategy.

The group membership consists of key officers from a range of services that provide senior Council wide representation. The specific themes of Business, Resident, Skills, Visitor, Workplace, Data/Information Management & Infrastructure stated within the Council’s Digital Strategy are owned by a lead officer who oversees the delivery of respective actions. Project highlight reports are provided quarterly by each officer to the Digital Leadership Group for appraisal, challenge and to discuss support or required action. Programme actions also form part of local Service Delivery Plans which are part of the Council’s performance management and reporting arrangements.

Reports and updates are further provided to Elected Members to allow for awareness, challenge, scrutiny and assurance. A variety of Digital reports have been reported to Cabinet, Overview & Scrutiny Committee, Audit and Democratic Services.

The DLG ensures alignment and effective communication with wider key stakeholder groups. For example the DLG Chair is also the Chair for the Councils Information Management Board and a substantive member of the Council’s Senior Leadership Team. The Head of ICT represents the Council at the Cardiff Capital Region City Deal Digital Group and SOCITM (Society of ICT Managers) Cymru, which assists to inform Regional and National direction.

The DLG provides proactive communication Council wide to raise further awareness and encourage further engagement, most recently launching a new Digital Bulletin “Innovate RCT” which will be produced on a quarterly basis. [RCT Innovate Bulletin 1](#)

At its meeting on 22 January 2018, the [Council’s Overview & Scrutiny Committee](#) received an update on the Digital Workplace theme and specifically that of the Agile Working Pathfinder projects. Members challenged the identified lessons learnt and agreed the adequacy and appropriateness of the planned way forward.

An update of progress in respect of the Delivery Strands of the Digital strategy was included in a report to [Cabinet on 21 June 2018](#).

The agreed actions for the Digital Strategy Work Programme were :

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4. Is the Authority managing its resources effectively to deliver its planned improvements in performance and outcomes?

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1. Support efforts to increase online and self- service opportunities and an agreement to establish self-service pilot projects within Libraries, Leisure Centres and One4all Centres.
2. Upgrade and enhancement of the Council’s Customer Relationship Management (CRM) system.
3. Undertake a procurement exercise to replace the existing contact centre telephony system.
4. Support the extension of digital skill building opportunities for example through Digital Fridays, Child Exploitation Online Protection (CEOP) work and support to Library Service Housebound service users.
5. Accelerate the implementation programme for Agile Working, building on the success of the pilot projects completed and in line with the requirements of the Council’s Accommodation Strategy.
6. Procure and implement a suite of productivity and collaboration tools (O365) to support the delivery of more effective and efficient service delivery.
7. Develop a Digital Support Plan for businesses in Rhondda Cynon Taf and receive further reports as appropriate on outcomes being delivered.
8. Develop a technology investment programme to ensure that core digital infrastructure remains robust and sustainable into the medium term.
9. Receive a future report in relation to the business case and options for relocating the Council’s Data Centre facility in response to agreed future plans for Extra Care delivery at the Bronwydd Site.
10. Review of data management arrangements at the Council to ensure consistency and security of data use and to procure and pilot the use of data analytical tools to support improved business intelligence.
11. Support the financial commitments and the outcome from the agreed procurement exercises and fund these through available resources, with the caveat that a further report is required should any additional funding commitments be identified.
12. Receive further reports on the progress of current actions to deliver the Council’s Digital Strategy, as well as updates on further phases of work and digital transformation opportunities as they arise.

The Digital Work Programme consists of a number of phases which currently include the items above. Further phases of work will be proposed for approval in advance of any further work progressing. The senior Manager and Cabinet briefing session held on 14 January 2019 raised the awareness and importance of Digital opportunities. The outputs of the workshop sessions which include themes around increasing paperless approaches and greater exploitation of data will be used to help inform the future phases of our work programme. [Briefing & Workshop Presentation.](#)

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The [Overview & Scrutiny Committee 5 February](#) 2019 received an update on the Digital Work Programme Phase 1, its progress to date and the governance arrangements in place to support the ongoing delivery of the Council’s Digital Strategy 2020. The Committee determined that adequate progress against the work programme actions and that governance arrangements in place to effectively support delivery.

Since the Digital Work programme was formally approved in June 2018, the Council has made positive progress to implementing actions in line with its Digital Strategy. At the same time several essential building blocks have been put in place to enable the Council to be best placed to continue this positive progress over the medium to longer term.

Key achievements to date are:-

Digital Resident – online services are being redesigned providing news, information and multiple transactions that are bilingual, easy to use and convenient on any device (24/7). Over 105 separate online services have streamlined processes to ensure the customer’s need is better allocated to the point of fulfilment efficiently.

The shift toward digital services has accelerated, enabled by an active Social Media presence, timely communications, multiple ‘report/request/apply’ features, and dedicated sites for Leisure and Tourist attractions that help generate income, including an ‘App’ for Leisure users to easily check/book/cancel classes etc. The Council also ensures that residents have equal and timely access to information published in the mediums of Welsh and English.

The Council has recently been subject to a WAO review of on line services from a Service User Perspective. The findings of the first phase of the review are currently being considered and these will form and shape phase 2. Informal feedback to date suggests the findings from the review are generally positive so far, this includes work to ensure digital inclusion for all its residents. However, it is too early to give a clear indication until the full review is complete.

One of the Council’s stated ambitions within the Corporate Plan is that *“By 2020 the majority of customer interactions with the Council will be via the web and other self-service channels which will be quicker, bilingual and more flexible”*. Progress to achieve this ambition has been positive. i.e.

- Use of the Council website has been increasing every year and currently stands 2.3 million visits per annum
- 688,656 telephone calls received and

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- 71,000 face-to-face visits are made for advice.

This data demonstrates the majority of ‘interactions’ are on line, with the Council’s website predominantly accessed through mobile/tablet devices, consistently over 70% and up to 80% in inclement weather. Take up of on-line transactions has risen from 36% (2016/17) to 62% during 2018, website satisfaction is 86.7%; resolution 88.5%. All services are now designed ‘web first’ and to ensure a positive mobile experience

As well as contacts, the Council monitors interactions and processes across channels for key areas with 62% undertaken on line that equates to over 450,000 transactions. (2018-19 pro rata) This has seen an uplift of 88.6% since 2016-17, examples include

- 99% jobs applied for on line,
- 87% of income via customer services are self-served (web, kiosk, touchtone etc.),
- 75% of transport and 59% of street care processes are via the web etc.

This includes the redesign of the process to be suitable for on line take up and to streamline the process/reduce re-work at the same time.

Other Improvements include:

- Waste and Recycling
 - Straightforward language e.g. waste allowance.
 - Find My collection day by postcode (all collections)
 - Recycling look up’ of “what can I recycle” with hundreds of items and a ‘request to add’.
 - Cross-promotions e.g. book a bulky/find Community Recycling Centre.
 - In June 2018, 2,247 requests were received to join food and nappy recycling schemes of which 73% online.
- New services with ability to upload evidence to speed up decision e.g.
 - Over 60s Bus Pass December 2018 launch resulted in 50 applications without the need to make an appointment.
 - Free 30-hour childcare service designed on line as the policy was implemented, including an eligibility checker to inform applicants early on whether or not they should proceed to make the application.
 - Taxi Drivers can apply, pay and book an appointment for knowledge test.
 - On-line appointments to register a Birth.

It is too early to evaluate the success of these new services. However, feedback will be sought over time to establish user experience and what can be done to continually improve.

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- Improved Nos Galan Website – Route, Runner Allocation based on run times.
- Self-service is promoted through the contact centre e.g.
 - Providing web link to Students for Council Tax Exemption with 67% take up.
 - Providing web link via text to customers waiting in queue for Housing Benefit claim and reduced paper chain

The strategy also ensures alternative access continues through advisor services at the contact centre and One4aLL centres. As on line services and social media help contain the demand on advisors e.g. after Bank Holiday periods resources are 'freed up' to support more vulnerable customers e.g. Blue Badge applicants. Digital tools are also being deployed in these areas. e.g:-

- In One4aLL settings, payment kiosks have been well used for several years alongside web and touchtone payments, with 87% of payments processed via Customer Care being self-served.
- At Porth Plaza, a recent pilot self-check-in for customer appointments saw 80% of attendees using the device.
- Two new mobile library vehicles have on-board Wi-Fi provision to facilitate the use of digital technology in the community.

Another of the Council's ambitions is *"that the Majority of enquiries raised will be resolved at the first point of contact and customers will be satisfied with the customer service they received"*. For this reason we continue to provide a multi-channel offer to ensure services are accessible to all with high levels of satisfaction and enquiry resolution.

Channel	% Resolution	% Satisfaction
Website	88.5	86.7
Contact centre	98.1	96.6
Face to Face	98.2	98.3

The Council also ensures that residents have equal and timely access to information published in the mediums of Welsh and English. This is achieved through a bilingual website, its information and associated processes. A detailed audit was undertaken to ensure compliance with the requirements of the Welsh Language Measure. As a result of the findings, the content and transactions have been further improved. The Website's Content Management system and sign off processes support both the management of bilingual and accessible content.

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The Council's agenda for modernising is positive. However there are also some risks, which have been identified in the Council's Risk register i.e. *"If the Council's agenda for modernising its on-line customer service provision is not supported by a programme of up-skilling citizens and re-designing its internal processes then citizens could be indirectly excluded and they may also receive an inefficient service"*.

This Risk is mitigated by the Council's work to :-

- Expand the range and take up of online services.
- The redesign of processes to be both suitable for on line take up but also with streamlined 'administration' and reduced re-work.
- Support digital Inclusion for Residents

Digital Skills - Work continues through a range of initiatives to support the improvement of digital skills. This includes supporting Schools in delivering the digital requirements of the curriculum and competency framework, progressing the 21st Century schools programme of work and implemented the Microsoft Imagine Academy to enable teacher and pupil developments.

Support to our residents continues to be provisioned to develop and utilise digital skills as part of [Digital Fridays](#) in partnership with the Get RCT Online organisations. Weekly two-hour sessions are being delivered from 14 venues across the County Borough, helping with a range of digital activities from setting up email accounts, use of social media, support with access, use and security of on line services to more specific areas such as assistance with online services. There have also been key events run focusing on learning from Universal credit.

An outline project brief is being developed with regards to Child Exploitation Online Protection (CEOP) to deliver a programme to a range of venues across the County Borough to better raise awareness and support our parents/children about keeping safe online.

Aligned to Digital Resident, work is being undertaken to better support citizens that are housebound as part of the Library mobile services. The aim is for tablet devices and support to be taken directly into the community.

Early work is in progress between ICT and Human Resources to provide a clear plan to ensure that the Council's workforce and its elected members are effectively skilled to maximise the adoption and exploitation of new technology and digital productivity tools such as Office 365.

Digital Workplace – clearly aligned to the Council's accommodation strategy the focus for workplace has centred on the delivery of Agile Working.
Progress includes.

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- Implementation of Agile Working at Ty Trevithick has been completed at Children’s Services and Education. Corporate Estates are in the process of being reviewed, scoped and planned to be completed by April 2019. This work has enabled all the key accommodation moves during 2018/19 and realised an accommodation desk reduction of approximately 50% within Children’s Services and 30% in Education.
- Financial Services and ICT based at Bronwydd has been initiated as part of engagement and scoping exercises with a view to implementation in Q1 19/20.
- 500 officers are now agile working within the Council.
- An Agile Working Sub-group is now in place to address lessons learned from implementation of the Agile Working Programme to ensure a consistent approach across the Council and to put in place any relevant policy changes.
- Plans are being developed to review those services that have already become agile in support of the accommodation strategy to ensure that full end to end business processes are considered, challenged and opportunities to be digitised are progressed.

To assist services to further drive improvements in the workplace, the Council is deploying the Office365 productivity tool suite, initially as an extended pilot from March to June and subject to its learning, Council wide implementation from Qtr2 2019/20. These cloud based productivity and collaboration tools will further support our direction toward a digital workplace. The tools will provide improvements to file storage, document sharing, instant messaging, voice & video conferencing and the ability to create digital forms, apps and workflows. The deployment of the tools will create opportunities to reduce travel, reduce paper, automate manual or semi manual processes and increase productivity.

A field working mobile App has been implemented within Public Health & Protection (PHP) that allows staff to capture information digitally through a tablet device whilst at a customer location, removing the need for the same information to be manually collected on traditional paper forms and reducing administration. Following the successful pilot for the Food Hygiene team, the mobile App being implemented across PHP will be further considered as an opportunity to be scaled and exploited within wider service areas of the Council.

Work continues to extend the use of Modern.Gov to further adopt a more modern digital approach to all Committees of the Council. It is anticipated that by the Council’s 2019 Annual General Meeting, the Council will make available a Modern.Gov approach for all Members further progressing a paper light and more productive approach.

The Council’s Customer Relationship Management (CRM) system plays a significant role in managing and improving the customer’s experience now and in the future, from the initial contact through to service delivery and being a key building block to support the single view of the customer. Procurement of a new CRM is progressing well, a specification of requirements has been brought together using national case studies,

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and experience from other Councils’ as well as engagement with suppliers. Subject to the outcome of the procurement and implementation to replace and improve customer care processes, opportunities can be explored to identify other systems that may be able to be replaced by the CRM over the mid-term, to consolidate overall systems across the Council and associated costs.

The Council has informed a technical specification for a Wales Contact Centre Systems Procurement Framework with an option for Rhondda Cynon Taf, along with any of the other 21 Councils in Wales to opt into that route. As that progresses and costs become clear, the option to replace systems via that framework will be considered along with options to upgrade existing systems.

A Digital Improvement Office (DIO) has been established within the ICT department to provide the capacity and skills to actively engage with service areas across the Council to identify, understand and support the implementation of digital transformation opportunities.

Supporting all service areas across the Council, alongside elected members the team will focus on 3 key areas:

- Defining & Designing Digital Service Transformation Opportunities/Sharing Good Practice
- Centralised Programme & Project Management (Delivery & Implementation)
- Service Adoption/Improving Digital Skills, Change Management & Benefits Realisation.

The DIO will assist to support the use of digital technology which should support improvement. However, the team is newly created and will need to fully establish itself before it can be evaluated with regard to its success. It also provides an opportunity to further align theme actions so that delivery can be better designed and optimised end to end.

Digital Business – A data consolidation and matching exercise has been undertaken to establish a single record of local businesses. This has then informed a baseline survey with local businesses to understand their current digital usage, including social media presence, e-commerce, access to broadband, etc. This information will help inform future planning and the development of a business support plan. We have worked with Welsh Government & BT to assist the delivery of Superfast Cymru to increase the availability of broadband connectivity to businesses, and residents, within the County Borough with Superfast coverage at 98.5% as of November 2018.

Infrastructure - Underpinning all the above activity in Phase 1, the infrastructure theme has seen investment in the Council’s digital infrastructure, which has included improved capacity; modernised systems and created a more sustainable platform that enables wider improvement.

In order to drive our digital improvements it is critical that our underlying infrastructure is robust, refreshed and improved. Progress includes:

- End of life server and storage implemented & migration in progress;
- Integrated Council systems to the Cloud to allow for future transition.

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- Firewalls installed (key enabler for used of Cloud technology e.g. O365).
- Council Desktops updated to use Office 2016 as latest Microsoft version of Word, Excel, Powerpoint, Outlook).
- WiFi at key Council locations modernised for greater performance. Programme now in place to extend WiFi signal more widely within buildings by end March 2019.
- Telephony Systems being modernised in line with Agile Working, Accommodation Strategy and 21st Century Schools.
- Broadband upgraded to a minimum of 100mb at all Schools.
- Relocation of the Council’s Data Centre from Bronwydd. An options appraisal is in the process of being finalised for recommendation to the Digital Leadership Group (DLG) & Senior Leadership Team (SLT) in February 2019.

The range of infrastructure improvements aligned to relatively short timescales represent significant change. Whilst the planned outcomes will realise clear benefits for the Council, i.e. resilience, capacity, robustness, performance, its delivery does represent risk that needs to be effectively managed to minimise the likelihood of any adverse impact given the volume of interrelated change.

Work continues as part of the Cardiff Capital Region City Deal Digital Workstream with regard to the development of a business case and exploration of funding opportunities to take forward a suite of inter connected activities designed to significantly enhance the digital capability and potential of the region deal area. The business case will be in the form of a programme incorporating the eight digital/connectivity elements. i.e. Global, Regional and Community Connectivity, Open Data, 5G, WiFi, Internet Exchange and Internet of Things Technology. This programme business case will be at SOC level and will focus on the Strategic Content that brings the eight elements together as a Programme of projects/interventions under the digital strategic theme.

Many of the proposals are aligned to create a well-developed infrastructure underpinned by a network of dark fibre. The infrastructure like road and rail links we are seeking to establish, fast, efficient movement of data in the same way that good transport links enable the fast efficient movement of people. The availability of digital connectivity is a major factor in attracting the sort of businesses that we need in the region to provide sustainable, high wage jobs. See CCRC Regional Cabinet February 2018 [Digital Report](#).

Information & Data - Significant improvements have been undertaken with regards to safeguarding, securing, processing and managing Council information and data. Specifically to be compliant with the EU General Data Protection Regulation (GDPR) that came into force in May 2018. There is a clear direction for the Council to make better use and exploit our data, whereby we continue to evolve more toward a data-driven, decision-making organisation and realise the full potential of the data assets we have. To achieve this goal we need to make further improvements to connecting multiple silos of data that are better cleansed and become consolidated datasets that maybe more easily analysed

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to create “business intelligence”. Developing a more holistic approach that will integrate the Council’s data/systems to create business intelligence that will better inform and shape the Council’s decisions and provide a single view our customers. The Council is currently undertaking a Corporate business Intelligence Review to understand the organisation current data usages, quality, gaps and needs – that will be used to inform pro-active decision making. Note: for further information see Corporate Assessment Information Management extract.

Operational ICT Services continue to deliver good performance. Service performance is measured and monitored monthly, quarterly and yearly via traditional Local Performance Indicators and against its Service Delivery Plan Actions. The indicators provide customers with assurance as the accessibility of key ICT systems and also where they request support, the timeliness of resolving their requirement. The Service’s key ICT Operational performance trend since 2016 can be demonstrated in the table below:

KPI Description	Target	Actual Performance			
			2016/17	2017/18	2018/19 Q1-Q2
% of Corporate calls resolved within timescales	90%		94.18%	95.71%	96.32%
% of Schools calls resolved within timescales	85%		87.10%	89.23%	96.32%
% of calls closed within 0-4 hours	35%		49.76%	51.85%	49.23%
% Server availability (inc. applications)	99%		100.00%	99.99%	99.99%
% Calls answered	85%		89.28%	90.02%	89.57%
% Calls abandoned	15%		10.72%	9.98%	10.43%

All performance measures are above target. There has been an increase in actual performance based on 2017/18 for certain measures.

Whilst statistically positive performance has been maintained, greater qualitative insight needs to be provided to better inform service provision. Developing service relationships and greater customer engagement has been a priority that includes representation at Service Management Teams and 121s but this could be improved and further strengthened. A customer satisfaction survey will be undertaken by SOCITM on behalf of the Council in February 2019. This needs to be used to allow a baseline qualitative position and if appropriate the development of an associated improvement plan.

The Operational service is also transitioning itself from supporting a customer base that has been traditionally fixed and primarily office based and needs to adapt its arrangements to better support an agile and mobile workforce. This change will necessitate a redesign of current service

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	<p>delivery to ensure it continues to be sustainable and meet the need of customers, whereby it develops new skills, increased capacity to certain service areas and if appropriate commissioning of services.</p>
<p>4.5 Is the Authority's approach to Information Management positively supporting Improvement?</p>	<p>The Council continues to recognise the value of the information it holds and the potential benefits to the organisation to secure continuous improvement. Clear improvements have been made as part of GDPR Compliancy that provides greater assurance to safeguarding and managing customer information and our data. The Council has ambitious and positive views to better 'exploit' the information and data assets it holds to inform service delivery.</p> <p>Data underpins Council Services, wider businesses and economy by providing insights into our customer needs and the ability to target services more effectively. This is reflected in the ICT Service Delivery Plan and the Digital Strategy 2017/18 which set out a framework of how the Council plans to manage its information assets effectively. The Delivery Plan and Digital Strategy recognises that information management principles to 'protect' information and ensure compliance with legislation remain valid, but it also encompasses a clear direction to 'exploit' information assets that will be necessary to underpin the council's digital transformation ambitions.</p> <p>The implementation of the Digital Strategy as set out in section 4.4 above, will transform the way we provide services to our customers by exploiting business intelligence and analytics of data to inform and target future provision. This will be further supported by expanding the principle of transparency of data/information, providing 'Open Data' to our customers that can help regenerate our communities, support local businesses and improve wealth and prosperity within the County Borough.</p> <p>Information and data improvement is a key action within the Council's Digital Strategy and it was agreed as part of its Work Programme to undertake a "review of data management arrangements within the Council," by Cabinet on 22 June 2018. There is a clear direction for the Council to build upon our compliancy work to make better use and exploit our data, whereby we continue to evolve more toward a data-driven, decision-making organisation and realise the full potential of the data assets we have. To achieve this goal, we need to make further improvements to connecting multiple silos of data that are better cleansed and become consolidated datasets that maybe more easily analysed to create "business intelligence."</p> <p>A comprehensive review of organisational data management arrangements is nearing completion with the outcome findings and recommendations to be presented to the Digital Leadership Group in February 2019. The key areas for improvement are likely to be:-</p> <ul style="list-style-type: none"> • Developing a roadmap for improvement and clear vision to maximise our data.

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- Standards for Council adoption to support Master Data Management and single integrated views of our businesses, places, citizens and customers.
- Identifying opportunities to better use our resources to remove duplication and focus more on data analysis.

To understand more clearly what data capture, reporting and analytics duties are currently undertaken within the Council, over 80 staff were engaged and interviewed (1to1 and team sessions). A number of strategic sessions were also undertaken with Directors and Heads of Service to understand service needs and information requirements.

In addition, we are also:

- delivering digital transformation within the Council’s ‘Digital RCT’ Strategy.
- working towards a Master Data Set or a single source of standardised data that supports key services and collaborative work external partners.
- Developing Information Sharing Agreements that supports the Council to work collaboratively with partners, sharing data to provide joined-up services e.g. Stay Well@home
- continuing to provide good practice advice, information and data to officers in the field to support Agile Working.

In December 2018, the Wales Audit Office (WAO) published a report, advocating the need for Councils to better use and manage data “The maturity of local government in the use of data”. In this report, the Auditor General concluded that Councils are” slowly developing in this area, but more work needed to ‘break silo working’ and maximise the benefits of the data they hold”. In January 2019 senior Council officers met with the lead author of the report, discussing its recommendations and also the organisations own plans for better use and data management. Our plans were considered to be in line with the report’s recommendations.

The findings of the Councils own Review of data management arrangements, alongside recommendations from the WAO report will be used to inform a roadmap and delivery plan to improve the way we collect, manage and analyse data across the Council

Notwithstanding our intent to better exploit our data assets to inform service delivery, the Council continues to appropriately safeguard the information it holds ensuring it complies with statutory legislation and security standards such as the General Data Protection Regulation (GDPR) that came into force on 25 May 2018.

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GDPR implementation/progress

Following a Council wide GDPR Gap Analysis that was undertaken in 2017, a GDPR Project Delivery Plan was put in place. To support the delivery of this plan, the Council realigned temporary resources (12 month) to the corporate IM Team to form a dedicated GDPR implementation team.

The Council has made positive progress in implementing the requirements of GDPR, both in preparation for and in its implementation since it came into force in May 2018. An update on the work undertaken was reported to Cabinet on 17 July 2018. The report provides assurance that the fundamental requirements of the GDPR have been delivered in a robust and pragmatic way. A further update was provided to 21 November Cabinet, which reinforced the positive progress made in complying with the requirements of the GDPR. This includes:

- The designation of the statutory role of Data Protection Officer to the existing post of Principal Information Management & Data Protection Officer.
- An Information Asset Review of all services has been undertaken to form a baseline Data Protection Register. The register captures what information is held and processed by the Council, categories of information and data subjects, who the information is shared with (inflows, outflows etc.) in addition to the lawful bases for processing.
- To meet the GDPR transparency requirements a Corporate Privacy Notice has been developed, approved and subsequently published on the Council. This is in addition to the development and publication of over 80 service specific privacy notices that provide citizens, visitors and service users with more detailed information about how their personal data is used by the Council when receiving specific services.
- A review of forms/applications etc. used by the Council to capture personal data is underway to ensure that the lawful basis for processing aligns with that identified in the Data Protection Register and all forms contains a short privacy statement linking/signposting to the corporate and service specific privacy notices.
- New and existing policies, procedures and guidance have been developed/reviewed to reflect requirements of GDPR e.g. Data Protection Policy (agreed by Cabinet on 22.03.2018) Incident Investigation and Subject Access Request procedures.
- Data Processing and Joint Data Controller Agreements developed, reviewed and updated to include mandatory contract clauses required by the GDPR, with 800 active contracts reviewed and variations issued where applicable to ensure GDPR compliance.

The GDPR Project Delivery Plan also included a programme of training and awareness for staff and elected Members that included:

- Information on GDPR provided as a payslip insert issued to all staff during April 2018 pay runs,

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- GDPR briefings held with over 350 managers as part of Managers Core Briefing Sessions
- e-bulletins issued to all e mail users to further raise awareness of GDPR to staff/managers,
- 'splash page' allocated to GDPR on Inform during early 2018.
- GDPR update briefing elected Members in Overview and Scrutiny Committee in November 2017.
- GDPR awareness session provided to a Sub Committee of the Cwm Taf Safeguarding Board November 2018.

Plans for further ongoing training and awareness raising include:

- The production of a hand book and e learning for elected Members
- Refreshing the Data Protection e learning on RCT Source to reflect the GDPR requirements
- Targeting staff with no access to ICT for additional support in implementing GDPR arrangements, e.g. Community and Children's Services.

The Council is also currently developing a 'Data Protection' Service Level Agreement for schools. This will provide an opportunity for schools to fulfil their legal obligation to appoint a single Data Protection Officer (DPO) in a cost effective way by sharing a central resource. The new structure was agreed by the IM Board and ensures sufficient resources are in place to support the delivery of the SLA, once agreed by schools. The roles and responsibilities required between the Council and Schools must be clear and unambiguous within the SLA, as each School and Governing body remain accountable with the support of the DPO.

Operationally, whilst GDPR has been a necessary key focus over the last 18 months, the business as usual has been maintained, i.e.

- Dealing with incident and events relating to personal data breaches. 38% increase since the same period (to end Qtr 3) last year (potentially as a result of the GDPR awareness raising). An increase of 16 reported incidents.
- Completing Subject Access Requests. The numbers have increased by 69% compared to the same period (to end Qtr 3) last year. An increase of 22 validated requests across directorates, potentially resulting from the removal of the fee for subject requests under GDPR and also general awareness of public.
- Responding to requests for advice, support and guidance. The number of requests have increased following awareness raising in respect of GDPR and general data protection issues. It is envisaged that these demands will continue to grow as Data Protection awareness and practices are further embedded and as a result of the Information Commissioner's Office raising awareness regarding information rights.
- Continuing to achieve annual Accreditation of Public Service Network (PSN) - October 2018
- Continuing to achieve annual Payment Card Industry (PCI) accreditation, demonstrating that Council processes meet the PCI security standards to store or transmit credit card information maintaining a secure environment. April 2018

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4. Is the Authority managing its resources effectively to deliver its planned improvements in performance and outcomes?

The Council is continuing to manage its resources in ways that enable it continue to deliver its planned improvements and outcomes and also meet its statutory obligations, in the context of continuing reductions in funding. It is also working with other partners to further improve the outcomes for the people and communities of RCT.

- Preparing for Cyber Essentials Plus accreditation which is a government-backed and industry supported scheme to assist organisations in protecting themselves against cyber threat.
- Implementing new secure email solution in preparation for the phasing out of GCSX emails planned for 31.03.2019.
- Timetable in place to review WASPI IPSs to ensure that they reflect the requirements of the GDPR.

Governance – The Council has an established Information Management Board (IMB) that is chaired by the Council’s SIRO who is also a substantive member of the Councils Senior Leadership Team thereby ensuring that there is appropriate profile, seniority and accountability to challenge, monitor and action. Terms of Reference are in place and agreed.

The Council’s Information Management function forms part of the ICT Service with a statutory Data Protection Officer (DPO) in place.

The Board’s Membership consists of key officers from a range of services that provide senior Council wide representation. These officers are :-

- Head of Internal Audit
- Head of Organisational Development
- Head of ICT
- Head of Legal Services
- Group Director for Community & Children’s Services
- Head of Transformation & Management Systems (Education)
- Data Protection Officer
- Digital Programme Manager

Board representation will be reviewed in line with the approval of proposed Council senior management changes. This includes the need to ensure that the responsibilities of SIRO are allocated to ensure that momentum is kept and responsibility is maintained at an appropriate level within the Council.

The membership of the IMB and frequency of meetings was increased in 2018 to provide additional monitoring and assurance during the GDPR transitional period. The Board regularly reports progress on the GDPR plan to the Council’s Senior Leadership Team (SLT) through the SIRO. Project highlight reports are provided quarterly for IMB appraisal, challenge, highlighting risks /exceptions and escalations etc., and to discuss support or required action. Programme actions also form part of local Service Delivery Plans which are part of the Council’s performance management and reporting arrangements.

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4. Is the Authority managing its resources effectively to deliver its planned improvements in performance and outcomes?

The Council is continuing to manage its resources in ways that enable it continue to deliver its planned improvements and outcomes and also meet its statutory obligations, in the context of continuing reductions in funding. It is also working with other partners to further improve the outcomes for the people and communities of RCT.

The Data Protection Officer chairs a quarterly Information Management Working Group (IMWG) and a fortnightly Information Security Group (ISG).

The Information Management Working Group is a sub group of the Information Management Board (IMB). Its purpose is to support and drive the broader information management agenda across the council, provide service input, recommendations and provide the Board with assurance that effective information management best practice mechanisms are in place within the Council. Terms of Reference set out the membership, remit and responsibilities and reporting arrangements for the group. The ISG focuses more upon technical security and assurance with regard to key compliancy requirements of the Council alongside PSN, PCI and Cyber Essentials.

Reports and updates are further provided to Elected Members to allow for awareness, challenge, scrutiny and assurance. A variety of IM reports have been reported to Cabinet, Overview & Scrutiny Committee, Audit and Democratic Services. Examples are: Audit Committee 4 February 2019, Cabinet 17 July 2018, Democratic Services 12 November 2018, Democratic Services 18 February 2018 & Overview & Scrutiny 14 November 2017

The IMB ensures alignment and effective communication with wider key stakeholder groups. For example the Chair is also the Chair for the Council’s Digital Leadership Group. The Digital Programme manager represents the Council at the Cardiff Capital Region City Deal, Open Data Group and the Data Protection Officer represents at the South Wales Information Forum (SWIF), which assists to inform Regional and National direction.

Following the introduction of GDPR the Council has undertaken a review of its current and future requirements in relation to an appropriate staffing structure to effectively sustain and maintain assurance. A report was agreed at the IMB to implement a new structure with associated resources to be in place from Qtr 1 2019/20.

The management of Information Assets has been identified as a Risk in the [Strategic Risk Register \(Risk 6\)](#) i.e. *If the Council does not manage its information assets in accordance with requirements set down within legislation then it may be faced with financial penalties and possible sanctions that hinder service delivery.* Q3 Performance Report to Cabinet indicates that good progress has been made to manage this risk.

Potential Areas for improvement arising from 2018 Corporate Assessment:

1. **Continue to develop clear and consistent staff communication and provide opportunities for feedback.**
2. **Continue embed the Medium Term Financial Planning arrangements with a focus on delivering Corporate Priorities.**

Rhondda Cynon Taf –Corporate Assessment-2018

4. Is the Authority managing its resources effectively to deliver its planned improvements in performance and outcomes?

The Council is continuing to manage its resources in ways that enable it continue to deliver its planned improvements and outcomes and also meet its statutory obligations, in the context of continuing reductions in funding. It is also working with other partners to further improve the outcomes for the people and communities of RCT.

3. Continue to ensure that PDR and other management capacity building schemes in place are contributing to organisational effectiveness/improvements in service delivery with a particular focus on leadership and accountability.
4. Consolidate the roll out of PDRs to GR11 to 14 and continue the programme for GR15 and above.
5. Ensure the Attendance Management Team focus on pockets of high sickness levels across the Council.
6. Put in place the supported internships project, scheduled to start in 2019.
7. Continued the roll out and evaluation of the Agile working arrangements.
8. Monitor and evaluate the implementation of Agile Working across the Council to ensure there is a positive impact on organisational effectiveness, service delivery and office accommodation and individual staff well-being.
9. Continue with a programme of engagement with staff through regular surveys and opportunities to speak directly to the Chief Executive during scheduled drop in sessions in locations across the County Borough.
10. further reduce office accommodation, enabling the Council to make better use of its resources.
11. Utilise 'Occypeye' system in order to inform decisions that will improve workspace utilisation and reduce costs.
12. Continue pursue consolidated billing of all RCTCBC's water accounts.
13. progress detailed monitoring of the impact of new schools on educational attainment so that good practice can be captured and lessons learnt
14. Continue to implement the new Digital Strategy, transformation and efficiency and development.
15. Use the findings from the WAO report 'The maturity and use of local government data to support, strengthen and drive improvements in organisational data, information and analytical requirements.
16. Continue to progress the implementation of the Information Management arrangements including the development of the Information Strategy and roll out of the Council's GDPR arrangements.
17. Continue to implement ICT infrastructure improvements to support the delivery of business efficiencies, service transformation and improvements including paperless meetings.

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<p>5. Are the Authority’s collaboration and partnership arrangements working effectively to deliver improved performance and outcomes? There are some ground breaking and award winning collaborative arrangements in place within the Council, setting a high benchmark. Many of these are described below. However, more generally the effectiveness of the Council’s collaboration and partnership arrangements are not always clear or consistent and the outcomes not always evident.</p>	
<p>Response to Areas for Improvement 2017. The Council has</p> <ol style="list-style-type: none"> 1. continued to explore and maximise collaborations with other organisations with new examples including Resilient Families Service and Joint Audit Services described below 2. work to identify and review collaborative arrangements across the Council, but this has not progressed as quickly as anticipated. This will need to be refreshed during 2019. 3. continued to be a key contributor to the Cwm Taf PSB’s governance and scrutiny arrangements. This has included a smooth handover of the Scrutiny support to MTBC in May 2018 and the implementation and transition to the newly established dedicated Partnership Team providing support to the PSB. 4. not fully completed the review the impact of the information sharing with partners in the light of the implementation of General Data Protection Regulations (GDPR) 5. continued to keep abreast of the potential changes of the boundaries proposals in respect of Bridgend in so far as they will affect both RCT and the wider Cwm Taf area 	
<p>5. Are the Authority’s collaboration and partnership arrangements working effectively to deliver improved performance and outcomes?</p>	<p>Through its Corporate Plan, the Council is committed to doing things differently stating that the Council <i>“will work in a way that makes the best and most sustainable use of our limited and decreasing resources, always looking at alternative ways of doing things, to limit the impact on the Council Tax payer”</i>. One of the ways in which it seeks to do this is by working with others organisations and sharing resources e.g the Cwm Taf Estates Pilot which is described in section 2 above. The Council is a key player in a number of collaborative and partnership arrangements. Many of these arrangements pre date the requirements of the Well-being of Future Generations Act which puts in place a statutory requirement to collaborate as one of the Act’s five Ways of Working.</p> <p>The size and scope of partnerships across the Council vary, e.g. partnerships in place can</p> <ul style="list-style-type: none"> • Co operate to achieve a common goal or shared objectives – Public Services Board • Create a new organisational structure or process to achieve goals or objectives – RCT Together • Plan and implement a jointly agreed programme, often with jointly provided staff or resources. – Cardiff Capital Region City Deal • Provide joint investment and share the risks and rewards. <p>Our understanding of the full extent of the collaborative arrangements in place across the Council, their strategic importance, effectiveness and associated risks is in the early stages of development and there is more to do to ensure they are all effective and have in place appropriate governance and scrutiny arrangements. This situation is likely to be exacerbated as the number of joint arrangements grows as a result of the requirement for Public Bodies, to collaborate with others set out in the WFG Act.</p>

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5. Are the Authority’s collaboration and partnership arrangements working effectively to deliver improved performance and outcomes?

There are some ground breaking and award winning collaborative arrangements in place within the Council, setting a high benchmark. Many of these are described below. However, more generally the effectiveness of the Council’s collaboration and partnership arrangements are not always clear or consistent and the outcomes not always evident.

The Council’s commitment to working with others as well as its statutory requirement to collaborate, will inevitably increase the number of collaborative arrangements in which the Council is contributing. We need to ensure that these arrangements deliver improved performance and outcomes for our residents and communities.

However, the Council already has a positive record of working with our partners. Our [Working with Others](#) web page sets out some of the Council’s key partnerships already in place. As well as the more established and familiar partnerships eg the [Cardiff Capital Region City Deal](#), [Cwm Taf PSB](#), [Community Safety Partnership](#) and, [Multi Agency Safeguarding Hub](#). Other significant partnership arrangements are also being implemented. These include the [Resilient Families Service](#) in which RCT is working with a range of partners including UHB, Youth Offending and the Third Sector. Since its introduction in January 2018 it has made a positive start to providing support to families, making sure they get what they need to increase their resilience. Progress to date was included in a presentation to [Children and Young People Scrutiny Committee on 7 November](#). Another partnership is delivering the [Stay Well@home Service](#). The Stay Well@home service won an award for its ‘Seamless Work Across Organisations’ at the [NHS Wales awards on 21 September](#).

A recent example of collaboration in respect of the ‘back office’ functions is the establishment of a [Joint Audit Service with Vale of Glamorgan](#), Bridgend and Merthyr Councils to reinforce business resilience, further enhance the range of audit expertise available to the Council and support the delivery of a more efficient service. This also demonstrated how the Council is delivering its own commitment “*to collaborate more with other public services, the community and voluntary sector and businesses to find common and jointly owned solutions*”.

An example of where the Council is looking to establish a Centre of Excellence is through its Revenue and Benefits Service following a decision at [June 2018, Cabinet](#) which agreed to initiate a procurement process seeking a Strategic Partner. The intention is to create a scalable ‘Centre of Excellence’ based within Rhondda Cynon Taf, and initially centred around the Revenues and Benefits Services. These services demonstrate positive performance, at relatively low cost when compared to peers. The Council identified the opportunity to build on this success and develop a scalable service partnership model at a time when the transition toward universal credit is changing the landscape of Benefits services within Wales. The procurement process for the Strategic Partner commenced in November 2018. It is envisaged that a suitably structured strategic partnership model would

1. deliver continuous improvement through functional expertise, market and commercial knowledge, change management expertise and capacity to grow;
2. enable the partnership to expand through collaborating with other Councils across Wales.

The initial core ‘in scope’ services for this venture are Revenues and Benefits, i.e.

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5. Are the Authority's collaboration and partnership arrangements working effectively to deliver improved performance and outcomes?

There are some ground breaking and award winning collaborative arrangements in place within the Council, setting a high benchmark. Many of these are described below. However, more generally the effectiveness of the Council's collaboration and partnership arrangements are not always clear or consistent and the outcomes not always evident.

- Housing Benefits, including free school meals assessment
- Council Tax
- Non Domestic Rates (NDR)
- Associated Workflow Support Services – Scanning and Mail

The Council's partnership arrangements in respect of the Cwm Taf Public Services Board, arising from the WFG Act is already set out in detail in section (2) above. Another legislative driver that is shaping the Council's partnership working is the Social Services and Well-being Act, which is being implemented through the Regional Partnership Board's [Regional Plan](#) which requires pooled budgets to be put in place.

The Regional Partnership Board also uses the [Intermediate Care Fund \(ICF\)](#) to achieve the requirements of the Social Services and Well-being Act, through a number of schemes aimed at:

- Improving care co-ordination between health, social care, third sector and housing;
- Promoting/maximising independent living opportunities;
- Avoiding unnecessary admission or delayed discharge;
- Supporting recovery by increasing reablement provision;
- Establishing more proactive approaches;
- Facilitating integration; and
- Improving outcomes.

Details of the Region's revenue and capital investment plans for 2018/19 are set out in the [Cwm Taf Revenue Investment Plan for 2018/19](#) which has been underpinned by a formal Written Agreement between the partners. The Region received £5.015m revenue and £1.646m capital which is subject to Welsh Government conditions. ICF is used by the Regional Planning Board to meet its objectives and to develop innovative but sustainable models of service delivery which support cultural change.

As an ICF grant recipient working in partnership across the region, this Council continues to be well-sighted on the expenditure and governance arrangements surrounding the resource. All ICF schemes are monitored quarterly by the Regional Planning Board. There is also an annual review of all schemes to inform investment decisions for the following year.

Schemes in 2018/19 include

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5. Are the Authority’s collaboration and partnership arrangements working effectively to deliver improved performance and outcomes?
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Older people with complex needs and long term conditions, including dementia

- Stay Well@Home Service
- Community Co ordinators
- 5 Ways to Well-being
- Additional Social Workers
- Health & Social Care Discharge Co-ordinators
- Care Home Support Team
- Increased Capacity within Intermediate Care, Reablement and Initial Response Services
- Early Supported Stroke Discharge Service
- Development of a Health and Well-being Centre for people with Dementia in Treorchy

People with learning disabilities, children with complex needs and carers

- Community Capacity Grant (CCG)
- Learning Disability Joint Packages of Care

**Integrated Autism Service
 Welsh Community Care Informatics Service (WCCIS)**

A new Cwm Taf Social Services and Wellbeing Partnership Regional Commissioning Unit based in Cwm Taf UHB has been put in place. At the time of writing, appointments have been made to two posts. Among other things, the Unit is charged with driving forward the joint health and social care integration agenda on behalf of RCT, Merthyr Tydfil CBC and the Cwm Taf University Health Board as well as the implementation of the Cwm Taf Regional Area Plan on behalf of the Cwm Taf Social Services and Well-being Board. This Unit will also work closely with the PSB Support Team to maximise resources of both statutory partnerships.

The Council is also aware of the potential for changes in the quality of service provided to residents arising from the shift in approach to services being delivered on a regional footprint. This risk has been reflected in the Council’s [Strategic Risk management arrangements \(Risk 21\)](#). The latest update in the Q3 Performance indicates progress is being made.

The Council also plays a key role in the Cardiff City Region City Deal leading on Transport and Housing. Alongside the implementation of the Metro in RCT, there are other projects being developed that will benefit the Communities of RCT, coupled with the Council’s own investment programme. This partnership is a longterm programme and in the coming years, the benefits will be very visible to the residents and businesses of RCT.

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5. Are the Authority’s collaboration and partnership arrangements working effectively to deliver improved performance and outcomes?

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Other examples where the Council is making positive contributions to residents and communities with partners are

1. **The transfer of the former St Mair’s Day Centre to Age Connects Morgannwg (ACM) through the RCT together approach.** This transfer helped ACM access £1.1million of Big Lottery funding and they have commenced the redevelopment of the Centre which will give it a new identity as Cynon Linc, an intergenerational Community Hub for the whole community in the Cynon Valley, featuring specific activities and resources. The Hub will provide activities throughout the day and evening from arts and crafts, storytelling, reminiscing, music, education classes, gardening to concerts and films. There will also be a sensory room that can be used with people suffering from dementia alongside a dementia café and a social enterprise bistro providing affordable, healthy meals and snacks for the whole community. This facility is an excellent example of what working in partnership with the Third sector can achieve to further help people learn, develop and participate in society and achieve personal well-being outcomes.
2. **The creation of a Community Hub at the former open access day centre in Mountain Ash.** Plans are proceeding to transfer the library and One4All services to the hub by late Spring of 2019. Plans have also been developed to facilitate the delivery of Employability advice and support, Work Club provision, Digital Fridays and Adult Community Learning courses at the hub. In addition third sector partners and other groups that delivered older people’s activities in the former Day Centre will also be part of the offer at the Hub. There will also be café facilities which will be tendered shortly. Longer term there will be the potential to develop links with the proposed Primary Care Hub to be developed in Mountain Ash by the Cwm Taf UHB and to further develop links with other organisations and groups that form the wider Neighbourhood Network.
3. **The development of a community hub in Ferndale with a third sector anchor organisation, Fern Partnership.** The Ferndale Hub is one of two hubs that are the priorities of the Cwm Taf PSB’s Thriving Communities Objective. The partnership approach has allowed the Fern Partnership to access significant external funding. The Council has put the building into the project and £250k of capital and has also secured a £100k contribution from the ICF. Fern Partnership has secured an additional £206k (both capital and revenue) from Pen Y Cymoedd windfarm funding and also 250k of Community Facilities Programme Funding from Welsh Government. The Council will lease the building to Fern Partnership and then sub-let part of it from the Partnership to co-locate Council services. Together they will support a neighbourhood network of service provision.

The effectiveness of the arrangements will need to be kept under review as the services become embedded.

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5. Are the Authority’s collaboration and partnership arrangements working effectively to deliver improved performance and outcomes?

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Potential Areas for improvement arising from 2018 Corporate Assessment:

- 1. Continue to explore and maximise collaborations with other organisations, including the Strategic Partnership model in respect of Revenues and Benefits.**
- 2. Continue to identify, review and challenge collaborative arrangements to ensure that they effectively deliver outcomes that benefit people and communities in RCT, particularly in light of the requirement to collaborate arising from the WFG Act.**
- 3. Contribute to the Cwm Taf PSB’s governance and scrutiny arrangements. This will include the handover of the Chair of the JOSOC to RCT for the 2019/20 Municipal Year and supporting the partnership arrangements arising from the merger of Bridgend with Cwm Taf UHB.**
- 4. Continue to keep abreast of the potential changes of the boundaries proposals in respect of Bridgend in so far as they will affect both RCT and the wider Cwm Taf area**
- 5. Continue the review the impact of the information sharing with partners in the light of the implementation of General Data Protection Regulations (GDPR)**

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6 Is the Authority effectively managing its improvement programme

Strong and visible leadership and a clear strategic direction provide a solid platform that supports and manages an ambitious programme of continuous improvement.

Response to Areas for Improvement 2017. The Council is

1. continuing to strengthen the performance management arrangements at organisation and individual levels integrating the requirements of the WFG to further support the changes in the way the Council does business.
2. continuing to strengthen the arrangements to report, scrutinise and respond to recommendations contained in Regulatory reports. This work will continue so that the Council can be assured that the system is fit for purpose, supports strengthened governance and is able to implement appropriate changes.
3. continuing to improve governance arrangements through robust challenge, support and scrutiny of performance at all levels of the Council including individuals.
4. completing a review of its strategic risk management arrangements and strengthened the monitoring of Strategic Risks, although progress in respect of reviewing operational risk management arrangements has been slower than planned.
5. strengthening the systems that will enable the Council to better demonstrate the impact of service change.
6. strengthening and embedding the requirements of the WFG into the Council's governance, performance and compliance processes.

The latest risk based assessment of the Council's governance arrangements by the Wales Audit Office was conducted in 2017 and reported to [Council in June 2017](#) as part of the 2016/17 Annual Report. This included assessments of

- Improvement and performance;
- Collaboration and partnerships;
- Savings Planning; and
- Financial and service planning

The report concluded that the *"Council continues to meet its statutory requirements in relation to continuous improvement"* The report contained proposals for improvement which have been put in place and reported to [Audit Committee in October 2017](#).

In September 2018, the Wales Audit Office [Annual Improvement Report \(AIR\)](#) was presented to [Council](#). In the report, the Auditor concluded that the *"Council is meeting its statutory requirements in relation to continuous improvement.....and is likely to comply with the requirements of the Local Government Measure during 2009"*. Compliance certificates were also received for the Council's [assessment of its 2017/18 performance](#) as well as the [2018/19 Improvement Plan](#) which reflects the work set out in the Council's [Corporate Performance Report 2018/19](#). The AIR report contained no formal recommendations for improvement. The report did however, contain proposals arising from a number of national and local Wales Audit Office Reports. The work upon which the WAO findings were based included the Council's *"own mechanisms for review and evaluation"*. The assurance that the WAO can take from the Council's own work is testament to the culture of openness and transparency in place within the Council and the robustness of the processes in place.

Both the AIR and individual action plans with associated updates were reported to [Overview and Scrutiny Committee on 22 October](#). They were subsequently reported to the [Council's Audit Committee on 17 December](#) in order to

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6 Is the Authority effectively managing its improvement programme

Strong and visible leadership and a clear strategic direction provide a solid platform that supports and manages an ambitious programme of continuous improvement.

- Review the adequacy of the steps taken by the Council to monitor the implementation of ‘proposals for improvement’ made within the Wales Audit Office ‘Annual Improvement Report 2017/18’;
- Determine whether there are any matters of a governance, internal control or risk management nature that require further action or attention by Audit Committee; and
- Determine whether there are any matters of a performance nature that require review by the Council’s scrutiny committees.

The Council is continuing to strengthen its approach to implementing the Well-being of Future Generations Act agreed by [Cabinet in March 2017](#). This is addressed in detail in (new) section 7 below.

The Corporate Plan continues to provide the clear and transparent direction for the Council, and its partners. It has also provided the stable strategic platform for the Council’s future, including decisions in respect of spending priorities. Whilst the Council continues to face significant financial challenges into the medium term and continues to assess all services and their delivery, it has to take the opportunity, where it presents itself, to continue to invest in its infrastructure and across communities in line with the Corporate Priorities. The most recent example how the Council is doing this is identifying the opportunity to invest a further £23.450M additional resources in the local area, including Council assets. This approach agreed by [Cabinet on 16 October](#) is described in more detail in section 4.1 above.

The [Well-being of Future Generations Act](#) requires that Public Bodies address seven core areas of change, in other words where changes in practice will help to support the implementation of the Act, i.e..

- Corporate Planning
- Financial Planning
- Workforce Planning
- Procurement
- Assets
- Risk Management
- Performance Management

Work in each of these areas is developing in the context of the Council’s strategic planning arrangements. Progress across all areas of change has not been uniform and the focus has been on the Corporate and Performance Planning in order to set the strategic context. However, there are positive examples in other areas e.g. workforce planning/apprenticeships and the employability pledge. To date the national advice/guidance in respect of the areas of changes has not been “uniform”. The recent [‘80 Simple Changes’](#) issued by the FG Commissioner is useful. However, greater clarity and support around the 7 areas of change would be helpful. With experience and shared learning the focus of work will continue to change and develop, and will be better informed in 2019/20 as part of our Delivery and Priority Planning challenge which is ongoing.

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6 Is the Authority effectively managing its improvement programme

Strong and visible leadership and a clear strategic direction provide a solid platform that supports and manages an ambitious programme of continuous improvement.

Strategic Risks continue to be identified, monitored and managed. The Council's risk management arrangements were reviewed and strengthened in early 2017/18. Since then the arrangements have been better integrated into the quarterly monitoring arrangements in order to support robust and effective decision making

Risk Management continues to be actively supported and promoted by senior officers/elected Members, through the Group Director Corporate and Front Line Services and is monitored as part of the quarterly performance report to Cabinet.

In setting the overall Risk framework, the Risk Management Strategy provides the Council's definition of risk and also identifies two specific 'thresholds' put in place to make it clear how risk management should be applied at different levels of the Council's business:

Strategic Risks – i.e those risks that if not mitigated or managed could affect the delivery of the Council's priorities.

- The Council's Strategic Risks are set out in the Strategic Risk Register. Progress in respect of the Strategic Risks is updated, reported and scrutinised as part of the Council's quarterly Performance Report to Cabinet and thereafter to the Overview and Scrutiny Committee. The latest progress updates in respect of Quarter 3 were reported to [Cabinet in March 2019](#).
- The Risk Management Strategy confirms that the Strategic Risk Register is owned and monitored by the Council's Senior Leadership Team.

Operational Risks i.e. those risks associated with the delivery of service priorities as identified within individual Service Delivery Plans

- Operational Risks are monitored by Service Managers as part of their management arrangements.
- The management of Operational Risk is supported by risk management arrangements set out in a [Risk Management Toolkit](#).

An Internal Audit review of the Council's operational Risk Management arrangements is now scheduled for Quarter 4 of 2018/19 as part of the Internal Audit work planning arrangements. This is later than originally scheduled owing to capacity issues arising from staff secondment and preparations for a Regional SharedService.

The [Annual Governance Statement](#) 2017/18 contained one proposal for improvement in respect of Risk Management, i.e. *"Review the Council's Risk Management Strategy document to assess whether it remains fit for purpose. Where revisions are deemed required, these should be reported to elected Councillors for review and sign off before being re-published."*

The review of the Risk Management Strategy has now been completed. The review found the framework in place is fit for purpose, demonstrates appropriate risk management arrangements and no significant changes were required during 2018/19. The review also addressed how the Council's Risk Management arrangements are addressing the Well-being of Future Generations Act as part of the seven core themes of *"corporate governance of public bodies where change needs to happen"*. Updates also included:

- references to accounting legislation i.e. replacing 'Accounts and Audit (Wales) Regulations 2005 (regulation 4)' with 'Accounts and Audit (Wales) Regulations 2018 (regulation 4)'.

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6 Is the Authority effectively managing its improvement programme

Strong and visible leadership and a clear strategic direction provide a solid platform that supports and manages an ambitious programme of continuous improvement.

- reflecting the role of the Council’s scrutiny function in monitoring Strategic Risk Register updates as part of quarterly performance reporting arrangements.
- incorporating the potential benefits and risks of partnership working.

The detailed outcome of the review was reported to Audit Committee at its meeting [17th December 2018](#).

The Wales Audit Office is currently conducting an Assurance and Risk Management Review, the findings of which will be made available in February 2019.

Regulatory reports continue to be distributed more widely through SLT and elected Members via Cabinet, Council and Overview and Scrutiny prior to being referred to a relevant subject Scrutiny Committee if deemed appropriate for further monitoring/Scrutiny. The latest risk based assessment of the Council’s governance arrangements by the Wales Audit Office was conducted in 2017 and reported to [Council in June 2017](#).

Since then, Council Members and Officers have participated in a WAO workshop “focusing on transformation and risk management. A better understanding of the attitudes and behaviours that influence risk and failure can contribute to better decision making and well managed risk taking as part of a series of ‘Aligning the Levers of Change’ workshops. The outcome of the workshops informed a Welsh Government/Academi Wales paper – Taking Risks. [‘How to make it safe to fail’](#).

All WAO reports continue to be presented to Audit Committee to provide assurance in respect of the Corporate Governance Arrangements which are also set out within the Council’s [Annual Governance Statement](#)

Potential Areas for improvement arising from 2018 Corporate Assessment:

1. **Continue to strengthen the performance management arrangements at organisation and individual levels integrating the requirements of the WFG to further support the changes in the way the Council does business.**
2. **Continue to strengthen the arrangements to report, scrutinise and respond to recommendations contained in Regulatory reports. .**
3. **Continue to improve governance arrangements through robust challenge, support and scrutiny of performance at all levels of the Council including individuals.**
4. **Continue to review strategic risk management arrangements and put in place arrangements to strengthen the operational risk arrangements**
5. **Continuing to strengthen the systems that will enable the Council to better demonstrate the impact of service change.**
6. **Strengthening and embedding the requirements of the WFG into the Council’s governance, performance and compliance processes.**

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How is the Council considering the WFG impact including the 7 areas of change?

The implementation of the Well-being of Future Generations (Wales) Act 2015 has been described by the Future Generations Commissioner as the “*Common Sense Act*” and an “*expedition*”. It has been described by the former Auditor General as “*ground breaking and far reaching*” and seeking “*to enable government and public bodies to meet the challenges facing the communities they serve*”. Fundamentally, it requires public bodies to work together differently. Both the Future Generations Commissioner and the Auditor General for Wales have recognised the challenges of implementing the legislation in their respective Reflection Reports issue in May 2018. In summary

Future Generations Commissioner: Well-being in Wales: The journey so far sets out 9 expectations of Public Bodies

1. Public bodies must clearly set out their well-being objectives and the steps they are taking to meet them. This must include how the **five ways of working** and seven **national well-being goals** have been used to inform the setting of the objectives and steps. But this does not exhaust the duty of public bodies. The Act clearly makes setting objectives and steps a means, but only one means, of discharging the sustainable development duty. How does the organisation intend to maximise its contribution to the seven national well-being goals and reference the **seven core areas of change** in the statutory guidance? Public bodies must also provide information on how resources have been used to take steps to meet their well-being objectives.
2. Annual reports must describe how the organisation is making sense of its duty to use the sustainable development principle and articulate how this fits with other legislative duties (or direct the reader to more information), their corporate objectives, business planning and operational services.
3. Whilst recognising change takes time, public bodies must set out what successfully meeting their objectives would look like and an ambition of where they would like to be in 5, 10, 15, 25 years or beyond.
4. Public bodies must explain in their annual reports how far they have taken steps to meet their objectives, how effective these steps have been, how they are tracking progress and how they are adopting or adapting new ways of demonstrating progress.
5. Annual reports must set out how the seven corporate areas of change in the guidance of the Act have begun to adapt their ways of working, describe how decisions have been affected by applying the Act, provide examples of what it is they are doing differently and what they plan to do next. It is crucial that public bodies celebrate these simple changes in their annual reporting and future well-being statements.

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6. Public bodies should critically revisit their well-being objectives and consider how fit for purpose they are one year on. Where objectives have been reviewed and changed, this should clearly be explained in the context of the five ways of working and seven national well-being goals. Reports should be self-reflective, describe how the Act has been applied and explain the tensions of trying to apply it and lessons learnt from using the Act.
7. As Public Services Boards (PSBs) publish their Well-being plans, I expect to see how public bodies are working together to contribute to the PSB's well-being objectives. This may also require public bodies to review their objectives. Explaining this thought process and showing their workings are part of the culture change needed to make the Act a reality.
8. Annual reports must provide evidence of how public bodies are being held to account by the public, elected members and PSB members in taking steps to meet their well-being objectives and using the sustainable development principle in everything they do.
9. Public bodies should be doing simple things like dating documents, explaining the status of the publication and keeping the information simple avoids confusion, helping people to get involved. They should also be involving people in compiling, writing and presenting reports.

Auditor General for Wales in his report: Reflecting on Year One: How Have Public Bodies Responded to the Well-being of Future Generations (Wales) Act 2015 concluded that Public bodies “*support the principles of the Well-being of Future Generations Act (Wales) Act and are taking steps to change how they work*”. The report also set out how the WAO “*will expect to clearly see how the sustainable development principle and five ways of working have been used to determine a public bodies well-being objectives*”

The Council’s approach to implementing the Act, agreed by Cabinet on 9 March 2017 along with the Council’s Policy Statement in respect of the Act, has been referenced throughout this assessment. This approach and progress to date gives life to the Council’s commitment to embed the spirit of the Act as well as its requirements into the Council’s governance, performance and scrutiny arrangements. However, there is more to do, not least to ensure that the ‘seven core areas of change’ specific to the Corporate Assessment fully reflect the requirements of the Act. i.e. in Corporate Planning, Financial Planning, Workforce Planning, Procurement, Asset Management, Risk Management and Performance Management. Advice has been sought to assist and is being developed nationally by the Commissioner. The Commissioner has recently published 80 Simple Changes. These changes have been described by the Commissioner as “*simple changes that all public bodies should make, which will be a start in helping them to maximise their contribution to the seven well-being goals*”. Many of the suggested changes are already in place in RCT or exceed

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expectations e.g. a successful Apprenticeship and Graduate scheme, and the Council’s approach to the implementation of the Welsh Language Standard. Others will be considered as part of service and corporate developments if they are not already in place. There are changes included in the list of Simple Changes which are more complex than they appear, nevertheless they will also be considered to help inform and/or shape relevant Delivery Plans and reinforce planned approaches in 2019.

As part its approach to delivering the Act, the Council has to date:

- continued to build on the initial awareness in respect of WFG by providing focussed and direct support, training and information to Managers and elected Members alongside the Council Business Support team.
- put in place arrangements to support a Scrutiny Working Group to enable a small number of elected Members to develop a greater understanding of the Scrutiny requirements in respect of the Act by utilising the draft FG Commission’s Scrutiny Framework to strengthen the Council’s approach, following which Members will be able to act as ‘Champions’ within their respective Scrutiny Committees. This will be formally tested in a Scrutiny Working Group Project to consider the Infrastructure required for Low Carbon vehicles.
- continued to strengthen relevant sections in Council Cabinet and Scrutiny reports to reflect the Council’s contribution to the seven national Well-being goals and how the five Ways of Working is shaping what we do.
- further strengthened the WFG elements within aspects of the Performance Management framework i.e. Service Self Evaluation and Delivery Planning and challenge.
- continued to strengthen the way that Welsh Language, Equalities and Biodiversity is embedded into corporate arrangements.
- embedded the WFG Act requirements into the Council’s middle management training following successful pilots in Mercury Cohorts 13, 14 and 15.
- continued to be an active participant in the Cwm Taf Public Services Board. This will be further developed with the merger of the Cwm Taf and ‘Morgannwg’ Health Boards and the implications for the PSB.

As well as looking at our own progress in respect of the WFG Act throughout this Corporate Assessment, the Council’s approach and progress has recently ‘tested’ by the WAO, the findings of the WAO will feed into more general report WAO will report to SLT on 22 February. The findings from a WAO Tracer project conducted on Stay Well@Home service last October is imminent.

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To what extent is the Council considering how the Council can meet the short term and long term needs of its people and communities?

The Council can point to examples where its policies and approach have been informed by long term thinking. This includes the Stay Well@Home service, the programme of Extra Care facilities, the new Taff Vale development and the way that we are making difficult decisions now so that the next generation are not faced with financial problems we have passed on. The Council now needs to ensure that this long term approach is consistently applied across the Council. Ways which this is being addressed is as part of the Service Self Evaluation and Delivery Planning process which asks Service Managers the extent to which they consider the long term in shorter term decisions and strengthening the input to Council reports. The developing Scrutiny challenge arrangements will also help the Council’s longer term thinking more transparent.

The Council uses data in order to shape and inform its decisions and also to manage and scrutinise its performance. AS set out above, the WFGA seeks to ensure that the Council meets the long term as well as short term needs of its residents and communities. This means that the Council needs to widen the availability of relevant longer term data e.g [Future Trends 2017](#) and [PublicHealth Futures for Wales](#). Applying long term thinking requires relevant and timely data/information. Testing how long term data can be applied to service delivery or developments has not been as straightforward as anticipated as it requires information that is not readily available and/or accessible. Facilitating easy access to relevant and consistent long term data across the range of Council services is a challenge. For this reason, the Council is currently liaising with Data Cymru to establish the national need for a simple solution that will facilitate access to relevant information for all services/public bodies.

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To what extent is the Council is preventing problems from happening or getting worse?

The Council’s Corporate Plan sets out how the Council will *“Oversee a significant change in its approach to early intervention and prevention as a means of managing demand for social care services, with a focus on promoting people’s independence”*. We continue to focus on how this can best be implemented in ways that will improve the lives of our residents and communities. We have a positive track record of early intervention/preventative work, a current example of this is the Resilient Families Service. This service, consisting of Council, Health and Youth Offending Services and the third sector, aims to reduce the number of children who need the Council to intervene in their lives by working with families, so they receive the support they need to help them ‘bounce back’ more quickly when they experience difficulties.

As part of its drive to respond to the impact of austerity, the Early Intervention and Prevention work stream agreed by Cabinet on [27 Oct 2017](#), the key areas of focus, as set out in Section 4 above are Resilient Families; Early Years Co-Construction Project; Children First & Community Hubs/Zones and Funding Flexibilities Pathfinder.

We have more to do to ensure that early intervention is applied to all parts of the Council’s business so that residents are supported to address the causes and not just treat the symptoms. This work can be better supported by the identification, analysis, interpretation and use of relevant data including data held by partners so that services are clear about the issues that need to be tackled in order to stem rising demand for services by preventing problems from happening or getting worse.

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To what extent is the Council ensuring its plans are integrated with others

The Council’s Corporate Plan, ‘The Way Ahead’ clearly sets out the Council’s positive approach to collaborate with others, with partners through the Cwm Taf Public Services Board and with others that are separate from the Board. This other partners include other public bodies and businesses where the organisations’ aims are complementary and can add value for our residents and communities. The need to work in partnership and integrate policies and plans is fundamental to this work.

The work to refresh the Council’s priorities, will among other things, include an in depth review and examination of our partners’ Well-being Objectives to establish how we can work better with other bodies in the future. Policy integration is implicit in the collaboration and joint working arrangements. This is particularly the case where Council’s services are also required to meet WG legislation. Examples include the arrangements for school reorganisation when delivering the 21st Century Schools programme and Planning guidance, the latest policy update for which, [Edition 10](#), issued in December 2018, explicitly integrates the WFGA requirements. The newly created Policy Integration Team in Welsh Government will be key to integration of policies at a national level across WG.

Integration of plans is compromised by the challenges of sharing data between partners which would help to provide a more complete policy picture. This national challenge has been reflected in the WAO report ‘[Local Government use of data](#)’ issued in December 2018, which was followed by an [RCT specific report in January 2019](#). The findings from these reports are currently being considered in the context of the Council’s current plans in respect of data described in section 4 above.

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**Is the Council working with others to achieve its Well-being Objectives?
(Corporate Priorities)**

The Council has a good track record of working with others to achieve improvements that will benefit the people and communities across Rhondda Cynon Taf. The Council is a key and active contributor to the the Cwm Taf Public Services Board and the development of the Well-being Plan containing the objectives for the area of Cwm Taf. The first report on progress in the delivery of the Cwm Taf Well-being Plan is due in June 2019.

We know there is more to do to expand and embed this successful approach in day to day activities. The changes will not happen overnight. The Council is a large and complex organisation which is required to meet a plethora of differing requirements, as a result of which the pace of change is not always consistent across all services. However, building on our successful approach, providing direct and hands on support to managers and elected Members and identifying and celebrating areas of good practice will help the Council and its services to move forward.

The Council’s [Corporate Plan](#) formally sets the direction for the Council to “**Collaborate more with other public services, the community and voluntary sector and businesses to find common and jointly owned solutions**”. Work continues to ensure that opportunities to work together with others are identified and explored. The Delivery Plan framework for 2019/20 continues to seek information about how the SD principles/5 WOWs are being applied in the actions to deliver service priorities. The developing reporting and scrutiny arrangements will further strengthen the way in which collaboration is more widely considered. Whilst this is the legislative requirement of the WFG Act, the requirement to collaborate is also key to maximising the Council’s resources.

An example of successful joint working that pre dates the WFG Act is the Cwm Taf Multi Agency Safeguarding Hub (MASH) and a more recent example is the joint working with South Wales Police and the UHB in order to improve and maximise the use of the collective ‘estate’. The [Council’s Web site](#) sets out some of those areas in which the Council is working with others, including the statutory partnership of the Cwm Taf Public Services Board.

One of projects in which the Council has been a key contributor and can demonstrate excellence is the Stay Well@ Home Service. This joint service has been recognised in the 2018 NHS Wales Awards where it received the award for [Working Seamlessly Across Organisations](#). This service and its work has also been the subject of a Wales Audit Office WFG Examination, the feedback from which will be available shortly.

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Is the Council ensuring that people and communities are involved in decisions that affect them?

The Council has a good track record of engagement with residents and communities and can point to examples where it has positively responded to feedback from our residents. We believe that the authority understands and meets the consultation and engagement needs of our residents very well. Our consultation and engagement methods provide an ongoing face to face engagement approach which leads to greater engagement with residents. Through the Service Self Evaluation process, services are also asked to challenge their understanding of the needs of our residents and to consider how they can improve engagement and involvement.

However, we are not complacent and recognise that we need to do more to consistently apply ‘Involvement’ across the Council and its services. The relevant elements arising from FG commissioner’s Art of the Possible project’s [80 simple things](#) i.e.

- Have ‘what matters to you’ conversations with the people and communities you work with
- Training relevant staff in principles and practices of public involvement
- Include public involvement in planning, monitoring reporting and staff appraisals (where appropriate)

Are being considered as necessary to inform our continual improvements to relationship with residents and communities.

A significant proportion of the Council’s employees are also residents of RCT and are directly encouraged to participate in relevant consultations, e.g to [consider quality improvements across the Council](#) and recently the 2019/20 budget setting survey.

Potential Areas for improvement arising from 2018 Corporate Assessment:

- 1. Continue to embed the requirements of the Well-being of Future Generations Act inc FG Commissioner and WAO advice into our Service, Strategic, Governance and Scrutiny arrangements and the seven Corporate Themes as defined by the Act.**
- 2. Use feedback from pilot projects and reports of the the WAO and the FG Commissioner to further improve our arrangements.**
- 3. Continue to positively contribute to and support the PSB’s partnership arrangements.**
- 4. Continue to seek clarity from national bodies, e.g. Welsh Government, FG Commissioner’s Office to improve policy and regulatory integration**
- 5. Work with Data Cymru to contribute to arrangements for appropriate, consistent sources of long term data to be made more easily available to enable bodies to meet the Public Body requirements for long term thinking.**

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<p>8. Is the Authority effectively implementing the Welsh Language Standards?</p> <p>The Council is making positive progress in implementing the Welsh Language Standards, treating the Welsh language no less favourably than the English Language and enabling people live their lives through the medium of the Welsh language if they choose to. However, there is scope for further improvements to ensure that the Council continues to make positive progress and does not risk financial penalties.</p>	
<p>Do the Authority's governance and accountability arrangements support robust and effective decision making in relation to the Welsh Language?</p>	<p>The Council has a duty to comply with the requirements of the Welsh Language Compliance Notice served by the Welsh Language Commissioner in September 2015 under the Welsh language (Wales) Measure 2011. The Council has put in place strong governance and accountability arrangements that are helping to drive progress in the implementation of the Welsh Language Standards.</p> <p>These arrangements include a Welsh Language Cabinet Steering Group (WLCSG) as a sub-committee of the Council's Cabinet. Established in 2014, it is a cross party group with community representation. The WLCSG oversees strategic developments in respect of the Welsh language, considers reports on Welsh language issues across the Council, makes recommendations to Cabinet and monitors Council-wide developments. The Terms of Reference for the Group are also available. The Group</p> <ul style="list-style-type: none"> • is responsible for monitoring progress against the statutory 5 year Welsh Language Promotion Strategy Action Plan and Annual Monitoring Report to the Welsh Language Commissioner, • may review audit reports in respect of compliance in the delivery of services in Welsh, and • approves the delivery of policies with regards to the Welsh language which may affect all services and residents. <p>When the Welsh Language Standards were introduced, a working group of Chief Officers was established to ensure the required primary operational changes were implemented. The group was initially formed as a vehicle to start to embed the Welsh Language at the highest level, ensuring awareness and buy-in across the Council. With the strategic direction, clear expectations of Service Managers in respect of their Welsh Language responsibilities and governance in place, a positive decision was made to dissolve the separate Chief Officer Group. Strategic Welsh Language issues are dealt with as part of Council business at Senior Leadership Team, supported by a dedicated Welsh Language Services team.</p> <p>Other Public bodies have identified RCT's governance model as good practice. As a result RCT is supporting these bodies to implement governance changes in their own organisations. These include Wrexham and Newport Councils.</p>
<p>Is the authority making progress on achieving its planned improvements in performance and outcomes in respect of Welsh Language?</p>	<p>The Council's commitments under the Welsh Language (Wales) Measure 2011 are integrated into its corporate planning processes and reflected in its strategic documents, including the annual Corporate Performance Report, the Strategic Equality Plan and the Welsh in Education Strategic Plan (WESP). There are particularly close links with the WESP, which aims to grow the number of Welsh speakers across the Council. Welsh Language policies with whole Council impact are agreed at SLT or Cabinet to ensure a consistent approach e.g. recruitment. Other policies are embedded locally via service area management teams. Welsh language is also now considered and integrated as a matter of course when establishing other policies e.g. digital roll out, equality impact assessments, procurement etc.</p> <p>A Welsh Language Promotion Strategy Action plan was developed in 2016 as part of the Welsh Language Strategy 2016 – 2021 and approved at WLCSG 10 October 2016. As indicated above, progress against the strategy is monitored through the WLCSG. Actions include</p>

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expanding/improving provision of Welsh medium education and delivering activities for various age groups through the medium of Welsh e.g. adult education, drama, swimming lessons and children’s activities in libraries. We are also supporting and encouraging parents to use Welsh in the home and choose Welsh medium Education for their children by, for example, training frontline staff on the benefits of being bilingual and positive messaging and information for parents, and enhancing Welsh medium pre-school provision, including wrap around care and co-location on school sites.

Another aspect of the strategy is used to expand the use of Welsh in the workplace *so that more of our customers can access services in the language of their choice*. As at April 2018,

- 5.69% of non-school based staff were fluent in Welsh, this demonstrated positive progress from the previous year, when only 3.68% of non-school based staff were fluent
- 22.12% had basic skills (Welsh Language level 1)
- 5.2% intermediate/learners and 66.99% had no Welsh language skills.

However, the data shows that despite progress to promote the Welsh Language, there remains limited capacity for services to be delivered in Welsh without the support of Welsh Translation services. This is not a sustainable longterm model.

To further support the expansion of Welsh in the workplace, the Council has put in place a Bilingual Workforce policy, which is currently being embedded within the Council’s recruitment policies. The Bilingual Workforce policy clarifies RCT’s approach to the recruitment process and how we assess, process and record the Welsh language skill requirements of Council posts. The overarching aim of the policy is to increase the number of bilingual Council staff to reflect the number of Welsh speakers within the community. The aim is for 12% of the Council’s Workforce to be bilingual By 2022. This will be achieved by a combination of recruiting Welsh speakers and upskilling existing staff. The Council’s target of 12% supports the Welsh Government aim of achieving [1 million Welsh speakers by 2050](#).

To give life to the Bilingual Workforce Policy, since September 2017 all posts advertised are level 1 essential (entry level Welsh language skills relating to job area), and all employees will be required to take a Welsh language induction to reach this level. Recruiting managers must decide if higher level skills (level 2 foundation to level 5 proficient) are required for each post. If higher level skills are not required, the decision must be justified based on one of the following criteria, as specified in [Welsh language recruitment and selection](#) guidance:

- The employee will not be speaking or preparing written communication to service users
- There are enough workers in the team fluent enough to be able to provide a full written/oral service in Welsh to service users

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- There is an alternative way of providing a full written/oral service in Welsh without causing delay or inconvenience to service user without using the services of the Welsh Language Unit.

In some cases jobs will be dual advertised, with recruitment of a non-Welsh speaker only if there are no suitable applicants with Welsh language skills. This approach has been agreed due to the difficulty of recruiting to some posts, regardless of language skills. During 2017/18, 288 jobs were advertised, of these Welsh language requirements were essential (7 posts), desirable (236), a learning requirement (11) and not required (34). In comparison, in 2016/17 7 roles required Welsh as essential, 250 desirable, 85 not required and 0 with learning requirements. The impact of the policy over the latter part of 2017/18 can already be seen in the decrease in roles with no Welsh Language requirement and increase in roles with learning requirements.

Whilst initially implementing the Welsh Language Standards, in recognition of the need for all front line staff to deliver their services through the medium of Welsh, all staff of key front line services attended initial 3 hour Welsh Language training sessions. These sessions covered the context of the Welsh Language Standards and received tutoring in the Welsh language. Since then a Welsh language tutor has been appointed. This appointment has enabled more targeted training directly relevant to staff's roles to be delivered. Between April and September 2018, 174 staff, including 24 Care Workers, received Level 1 Welsh language training and 310 staff received other tutor support specific to their roles.

To help staff and customers, all reception areas have bilingual signage, staff use bilingual greetings and the Cymraeg speech bubble is used on lanyards and email signatures of Welsh speakers. These 'actions' have been encouraged in RCT since 1997 and formalised since 2015. More recently they have appeared in the FG Commissioner's Art of the Possible - [80 Simple Changes](#) to implementing the Well-being of Future Generations Act, and helping to directly achieve one of the seven nation Well-being goals, - a Wales of vibrant culture and thriving Welsh language.

In 2017/18 12 complaints were received or were ongoing/unresolved. The complaints related to areas including correspondence and service provision, as set out in the [Welsh language standards compliance report](#). In 11 cases corrective action was taken to address the issues identified, in the final case, relating to signage, the complaint could not be verified. This level of complaints is generally comparable with numbers of complaints reported by similar South East Wales local authorities.

Progress in delivering the Welsh language standards is reported annually in the [Welsh Language Standards Compliance Report to the Welsh Language Commissioner](#).

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- Since 2016, Welsh Language has been embedded within the Council’s Service Self Evaluation process as part of the Council’s Performance Management arrangements. A review of the responses through this process has enabled a more transparent support and challenge of service implementation of the Welsh Language Promotion Strategy. This review has also lead to more focused work to assure service progress in implementation of the standards. Positively, recognition of the Welsh language as a key Corporate issue has also been acknowledged by its inclusion in the Council’s Corporate Assessment for the first time.

The Council’s positive progress as a public body may have consequences for the partnerships in which it participates. A key area for development is the engagement of other organisations e.g. partners, 3rd sector organisations and commissioned services in the delivery of Welsh language services and promotion.

Growing Welsh in our Communities

The relatively low numbers of Welsh speakers within local communities and the lack of integration of these communities within different geographical areas, make it challenging to grow language provision through community engagement. A major barrier to increasing the number of Welsh speaking staff is the relatively low number of potential applicants in the local area with Welsh language skills, so this is an important area to address.

Implications of Welsh Language on Partners and Partnerships

With the increase in the number of collaborations and joint working arrangements across public bodies and third sector, working in partnership presents additional challenges. Partner organisations are currently not all subject to the same legal requirements in respect of the Welsh language. As more partners become subject to the Welsh language standards in their own right, there is an expectation that standards applying to the partner organisation, with the highest level requirements will be put in place across the partnership. This increases the risk to the Council, as we may become liable for the compliance of our partners in future.

How effective is the Local Authority’s Compliance with the Welsh Language Standards and internal policies?

Following the introduction of the Welsh Language Standards, the need for a role to support compliance with the Standard across the Council was recognised. This gap in providing support and compliance capacity was reflected in a subsequent restructure within Welsh Language Services with the introduction of a Welsh Language Compliance Officer in April 2017. This role has been key to developing a Welsh language audit that examines the effectiveness of a service in implementing the Welsh language standards. Services are selected for audit on a risk basis. The risk criteria applied includes those service areas most impacted by themes in the Welsh Language Commissioner’s Annual Assurance Report and also any areas of concern or gaps identified as part of a review of Services’ Self Evaluations. Audits undertaken by the compliance officer are based on the methodology in the Welsh Language Commissioner’s Annual report.

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Full audits of two service areas have been undertaken to date (HR and Library services), with further audits underway. [Audit outcomes](#) are agreed with managers and progress against recommendations is regularly monitored by the Compliance Officer, and may be reported to the WLCSG. An audit of the the Council’s website has also been undertaken and 2,157 improvements have been indicated. A project group has been established with officers from the Cabinet Office, Customer Care and Welsh Language Services, in order to provide information to service areas that need to ensure that their web pages are compliant.

The role of Compliance Officer has been recognised as successful practice, with Officers from the Council’s Welsh Language Services invited to speak at a [Successful Practice seminar](#) in November 2018 by the [Welsh Language Commissioner](#).

Potential Areas for improvement arising from 2018 Corporate Assessment:

1. Review performance against the 5 Year Strategy for the Promotion and Facilitation of the Welsh language and embed opportunities for the further development of Welsh language provision within communities.
2. Develop a process for targeting the progression of staff onto higher levels of Welsh language learning.
3. Evaluate staff feedback on the impact of Welsh language training sessions and support to improve their Welsh language skills.
4. Invest in further training for simultaneous translators and engage with relevant officers/Members to promote good practice in this sector.
5. Further develop the work on compliance audits to reduce the risk to the Council including the implementation of internal audits of social media channels and public meetings to assess their compliance with Welsh language standards.
6. Review the service standards for translation in order to meet the priorities identified in the Matrix of Priority for document/written translation.
7. Explore opportunities for further development of digital technology to support Welsh language compliance.

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Service Self Evaluation Areas by Group - 2018	
	Community & Children's Services
1.	Adult Services
2.	Children's Services
3.	Arts Service
4.	Community Resilience and Well-being
5.	Environmental Health, Trading Standards & Community Safety inc Community Housing
6.	Employment & Skills
7.	Leisure, Parks & Bereavement
8.	Libraries
9.	Welsh Language Services
	Corporate & Frontline Services
10.	Accountancy Support & Performance Management Service
11.	Operational Finance
12.	Corporate Asset Management & Business Services
13.	Corporate Design & Maintenance
14.	Corporate Procurement Unit & Energy
15.	Information & Communications Technology (ICT)
16.	Customer Care
17.	Fleet Management & Vehicle Maintenance
18.	Highway Maintenance & Management
19.	Streetcare & Waste Services
20.	Transportation
	Chief Executive
21.	Communications & Democratic Services
22.	Human Resources
23.	Legal Services
24.	Regeneration & Planning including Strategic Housing & Tourism and Events
	Education & Lifelong Learning
25.	Education

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